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URBAN/MUNICIPAL

HAMILTON REDBIRDS

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DOUBLE-VISION

LET'S SEE DOUBLE "A" BASEBALL IN HAMILTON!

Hamilton Redbirds

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1991 January 9

Double A team would be good investment for Hamilton: analyst

By LARRY MOKO
The Spectator

FINANCIAL ANALYST Brian Costello says Double A baseball would be a good deal for Hamilton.

And he should know. Costello is one of the original owners of the Class AA Eastern League's London Tigers.

"The City (London) probably generated about $5 million in extra revenue because of the team last year," Costello said, while watching a recent Hamilton Redbirds' New York-Penn League game at Bernie Arbour Stadium.

The London franchise, in operation for the past two years, has come a long way from the early stages when it didn't have any equipment or a bus. Three months ago though, Tigers were the centre of attention when they played host to the Eastern League all-star game.

"We really worked hard to get the team in London," the Tigers' vice-president recalled. "And it's been very successful.

"You're looking at about five times the benefit to the city from Double A that you have from A."

Said Hamilton Mayor Bob Morrow: "I don't have the figures, but its stands to reason that the higher the category the more activity there is. I know London is very pleased with their team.

"The Redbird ownership and managment have been outstanding corporate citizens. They've been a tremendous addition to the community. They've mentioned for some time that they would be interested in Double A. I think it's great."

A Burlington resident and avid sports fan, Costello hopes Hamilton can land a AA expansion franchise, which is expected to cost the buyer between $2.2 and $3 million.

"Southern Ontario is considered to be the hotbed of baseball in North America and Hamilton should participate," Costello said. "The Eastern League would love to see a team in Hamilton because of the rivalry with London and because of the reduced travel expenses.

"London is committed to Hamilton getting baseball."

According to Costello, the Eastern League believes in Canada because it felt comfortable enough to award London the league's all-star game in just the franchise's second year of operation.

After looking around Bernie Arbour Stadium last week, Costello said it doesn't compare favorably with Labatt Park, the charming baseball facility on the shores of the Thames River. London, incidentally, was voted the best playing field in all of minor league baseball.

"I'd tell the city (Hamilton) to build a new stadium," he said. "The seats here have got to be more comfortable for the fans. In Canton (Ohio), they built a new stadium very inexpensively. For $5 million you've got yourself a pretty nice little stadium.

"If you put five million bucks into a stadium you'd have your money back in a year. What investment will give you your money back in a year?"

Bernie Arbour Stadium and Labatt Park both have similar-looking wooden sign advertisments on the outfield fence, but London's home park as more bleacher seats and about three times as many seats with backs.

London attracted 147,047 paid customers to its first 59 home dates this season — down 7,450 from the same period in 1989. In comparison, unofficial league reports indicate Hamilton's attendance in 35 home dates this season was 74,744 — second best in the NY-PL behind Pittsfield.

Many observers, however, maintain Pittsfield's attendance figures are wildly exaggerated.

"In London, we've been running in the upper middle of the pack as far as attendance is concerned," Costello said. "But we've given the absolute legitimate attendance because our contract requires that we pay 50 cents a ticket for every person who attends. We know other cities cheat on their attendance but we never cheat on ours."

Costello believes the expense and aggravation of trying to get tickets for Toronto Blue Jay games make Double A in Hamilton an attractive option. He said London's top ticket price is $6.50.

"I think the fans would support it," Costello said.

And what of the AA calibre? Costello is impressed with what he has seen.

"It's a quantum leap from A to AA," he said. "Double A is spicier for the fans than Triple A. We could have had Triple A in London if we had wanted. But some of the AAA guys have been to the major leagues and now they're on their way back. Every AA guy, though, thinks he's got the potential for making the majors and he runs out every ground ball."

London fans have already seen a couple of players, most noteably infielder Travis Fryman, advance to 'The Show.' None of the Hamilton Redbirds from the past three seasons has yet to crack the lineup of the National League St. Louis Cardinals.

There are a couple of other advantages in AA for Hamilton fans. If a AA club comes here the major league working agreement remains a constant. There is no longer the worry about losing a major league affiliation for the franchise. In addition, fans would get to see double the number of games in a season.

Despite all the advantages, Costello warned: "Baseball is very expensive. If you want to have top quality baseball here you should be prepared to get behind it."

Other than the expansion franchises, the Eastern League has a couple of clubs up for sale for $5 million each — Albany and New Britain.

ONE STEP CLOSER TO THE SHOW!

Hamilton's hoping to attract AA baseball

So what's in a letter, eh? Or make that A. The Spectator's Larry Moko examines the possibility of AA baseball coming to Hamilton in the first of a two-part series.

By LARRY MOKO
The Spectator

HAMILTON WANTS to join the Eastern League of professional baseball and become a pathway to the stars.

Both the City of Hamilton, the current owners of the Class A Hamilton Redbirds and some local investors are exploring the possibility of bringing a Double A franchise to the Steel City if the Eastern League is granted two expansion franchises.

And if that fails, the ownership group will seek a more expensive route by trying to purchase an existing Eastern League club and move it to Hamilton.

How good is the Eastern League? In 1989, 335 former Eastern Leaguers saw action in major league uniforms. Some of the more notable graduates include Ryne Sandberg, George Bell, Wade Boggs, Roger Clemens, Bobby Bonilla and Mickey Tettleton.

"We'd like to get into the Eastern League and as it stands right now I think we have a good chance," said St. Petersburg, Fla. resident Jack Tracz, who is a Redbird owner with an extensive Eastern League background as general manager of Buffalo and Glens Falls.

"The casual fan might not come to a New York-Penn League game, but a Double A team would catch his eye a little more," he said.

A short-season club just a notch above the rookie level, the Class A Redbirds have played for the past three New York-Penn League campaigns at 3,200-seat Bernie Arbour Stadium — an East mountain facility that is about 2,000 seats under Eastern League standards.

If Hamilton is admitted into the Eastern League ranks it would likely mean either extensive upgrading to its current stadium or the construction of a new one elsewhere.

"Staff is going to meet with them to come up with the essentials of what would have to be done to accommodate a Double A franchise," said Hamilton Mayor Bob Morrow. "They (Redbird owners) appear to be serious and very interested."

According to Tracz, a "nothing fancy" facility could be built in Hamilton for about $7 million.

"It wouldn't have to be a miniature SkyDome," Tracz said. "Just a comfortable place with a partly-covered grandstand."

Tracz believes it might be more costly to make the necessary improvements to 20-year-old Bernie Arbour Stadium than it would be to start from scratch somewhere else. The City has two large tracts of land on the Mountain that have been projected as possible new stadium sites — Stonechurch and West 5th (Connell Farm) and Highway 53 near Upper Wellington (Turner Farm).

The exploration process began when a delegation from the City and the Redbirds travelled to London last June 25 to attend the Eastern League all-star game at Labatt Park. Earlier this week another representative of the City along with Redbirds' general manager Ben Liotta and Redbirds' director of sales and marketing Tony Torre went to Canton, Ohio to examine that Eastern League club's recently-constructed 5,700-seat stadium — Thurman Munson Memorial.

Canton's facility was completed for $2.2 million two years ago.

"Bernie Arbour would probably not be adequate for Double A for any long term," Tracz said. "They (the Eastern League) have told us we could play there a year if something else was being constructed."

Tracz said the concession area, washroom facilities and press box at Bernie Arbour would have to be expanded to accommodate larger crowds. In addition, he said the electrical potential at the park is insufficient.

An office at the stadium instead of its present location on Ottawa Street would be welcomed, too.

Here's how Hamilton could be in line for an expansion franchise. When the National League expands by two teams in 1993 the minor leagues will increase accordingly since every major league club must have one and only one Double A affiliate. One of the three Double A leagues — Eastern, Texas or Southern — will receive both expansion franchises.

Hamilton looking to AA

☐ Continued from C1

An expansion franchise in the Eastern League is expected to cost between $2.2 and $3 million while existing clubs are valued at about $5 million.

The eight-team Eastern League, which consists of Albany, N.Y., Canton-Akron, Ohio, New Britain, Conn., Harrisburg, Pa., Hagerstown, Md., Reading, Pa., and Williamsport, Pa., is considered a likely choice for the new franchises because of its geographical layout and as the Southern League has 10 clubs.

Whatever league is chosen, however, the three Double A leagues have agreed to pool the profits.

"I like our chances," said Eastern League president Charles Eshbach from his office in Plainville, Conn. "I base that on the fact that we're looking at some good cities that would fit nicely into our area. In the last few years our league has made great strides in improving facilities, methods of operations and things along those lines.

"I plan to visit Hamilton at some point soon."

According to Eshbach, one of Hamilton's biggest advantages is its relative location. Every team in the league — except Canton — travels directly past Hamilton en route to London.

"I could see it (Hamilton joining the Eastern League) happening," London Tigers' general manager Bob Gilson said last week. "It would be terrific for us. It's a natural rivalry."

Having Hamilton as a member team would be beneficial to other clubs because it would cut down on their travel costs. London currently pays travel subsidies to to opposing clubs visiting the league's lone Canadian city.

Said Tracz: "We've got a lot of pluses here. We would fit in well with London, our city is big enough and we have a good track record behind us. I think we have the best shot of anybody."

The Eastern League will be holding a meeting later this month to clarify its criteria for an expansion entry. At that point, Hamilton Baseball Associates Inc. will have more specific discussions with the city.

Tracz then hopes to attend the Major League winter meetings in Los Angeles in December to make the necessary presentations.

"They (City of Hamilton) have been very good with us the whole time we've been up here. We haven't got everything we've wanted, but they've at least listened to us and been receptive."

If Hamilton fails to land a Double A team, Tracz said the New York-Penn League team would continue to operate here. But if Double A does arrive on the scene, Tracz is leaning towards retaining ownership of the New York-Penn League team and moving it to another city. He said Kitchener and Glens Falls, N.Y. are two possible sites.

1. OBJECTIVE

At its meeting of August 21, 1990, the Parks and Recreation Committee directed staff to initiate discussions with the Red Birds to investigate their requirements in securing a Double 'A' franchise and subsequent facility needs.

Given the present inadequacy of Bernie Arbour for this level of play, a staff committee has investigated nine potential sites with the results documented in this report. Given the capital investment associated with this scale of project, the recommended coarse of action provides for improved facilities needed to accommodate the increasing demand by local sport participants and community groups for baseball facilities.

STUDY COMMITTEE

Technical support and input was provided by an interdepartmental team consisting of:

Bob Chrystian, Manager of Parks, Department of Public Works

Dave Cowan, Superintendent of Facilities, Department of Public Works

Chris Firth-Eagland, Parks Development Co-ordinator, Department of Public Works

Greg Maychak, Program Co-ordinator, Department of Culture and Recreation

Jim Clairmont, Transportation Technician, Department of Engineering

Bill Jensen, Division Head, Policy and Neighbourhood Planning, Planning Department

Roland Karl, Manager of Traffic Planning, Traffic Department

Ben Liotta, General Manager, Red Birds

BACKGROUND

The Hamilton Redbirds (Hamilton Baseball Associates) is a member of the Class 'A' New York Penn League. The franchise itself is beginning its eleventh year, fourth in Hamilton. The Club was purchased by Joe Vellano, Jack Tracz and Bruce Prentice, in the fall of 1987 and moved to Hamilton for the 1988 Season.

The Redbirds have successfully weathered problems encountered when the team first moved to Hamilton and attendance has steadily increased in each of the two past seasons drawing an average of 1,548 fans per game in 1988, 1,720 in 1989 and 2,136 in 1990 (see Schedule 1). The club also turned an operational profit in 1990 the first time in the three year history of the club.

The owners primary goal when the team was moved to Hamilton was to build up the 'A' Franchise and eventually bring Double 'A' Baseball to the City of Hamilton. The owners and management have always seen Hamilton as a perfect Double 'A' City given its population base, surrounding market area and location relative to other cities in the league. (see Schedule 2)

There are three levels of minor league baseball, Triple 'A', Double 'A', and Class 'A'. Each of the 26 major league teams have teams at all three levels. A major league team can only have one affiliate at Triple 'A'. Double 'A' and can have an unlimited number of 'A' clubs.

Some major league clubs own their own affiliates, some are privately operated. The Redbirds are privately owned and operated and have a player development contract with the St. Louis Cardinals.

The granting of expansion teams at the Double 'A' level will be timed with the expansion of major league baseball. The majors will expand the National League by two teams in 1993, subsequently, two Double 'A' teams will be added to feed the two new National League franchises.

The minor leagues have not announced starting dates for the expansion Double 'A' teams but it will likely be 1993 or 1994.

The Eastern League, the Double 'A' League in this area currently has 8 teams including London, Ontario (see Schedule 3, Map 1). The league wishes to expand to ten teams obtaining the new expansion Double 'A' teams. Hamilton is the front runner to obtain one of the expansion teams based on proximity to London, past performance of the franchise, market draw, etc. The only unknown for Hamilton is a proper Double 'A' facility.

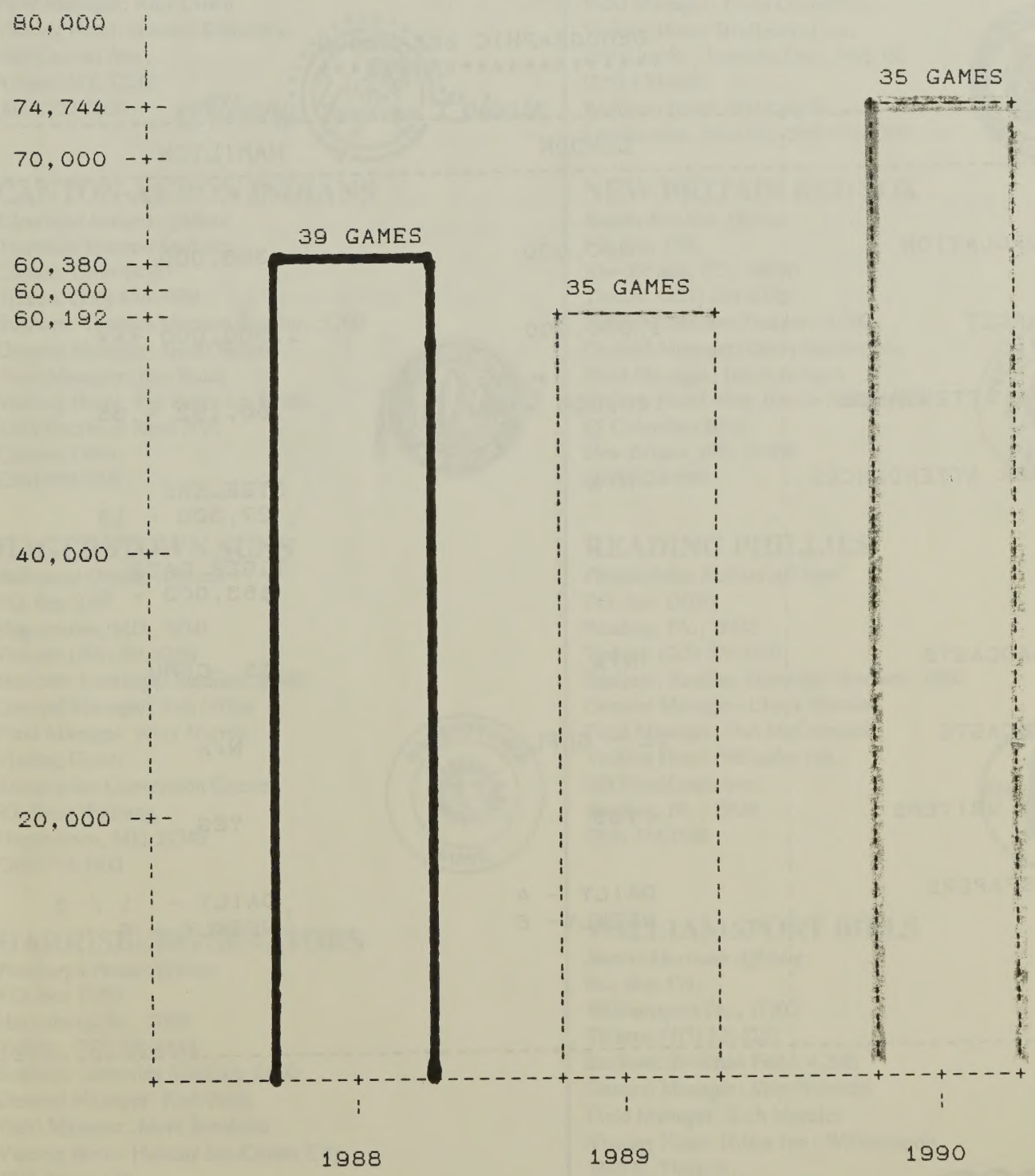
The Double 'A' classification of minor league baseball consists of 26 teams, one for each major league team, and is made up of 3 different leagues. The Eastern League encompassing north-east U.S. and Canada (London), the southern league encompassing the south-east U.S. including Florida and the Texas League encompassing the mid south-west.

The London Tigers are the Double 'A' affiliate of the Detroit Tigers. Their first year of operation was in 1989 as the team moved from Glen Falls, New York, a small City of 15,000 people north of Albany. The success of the London franchise is one of the reasons HBA are confident they can secure an expansion team in 1993-1994. In their first year of operation the Tigers drew 167,679 averaging about 2,600 fans per game. In 1990 the Tigers again drew just under 168,000. This put them in the top half of the league with a respectable average attendance. Although very similar, Hamilton has much larger market draw than London. Also, every team in the Eastern League with the exception of Canton, travel right past Hamilton on the Queen Elizabeth Way on route to London. Teams that wish to fly into Hamilton can make a Hamilton - London swing, and could easily do so by flying into the Hamilton Airport via U.S. Air.

Should the City of Hamilton be granted an expansion franchise, it would then be guaranteed a major league affiliate, because a major league club can have only one Double 'A' affiliate. For example, the Williamsport, Pennsylvannia Club next year will move to Binghamton, New York. The Williamsport team was affiliated with the Seattle Mariners. The New York Mets affiliate was in Jackson, Mississippi in another league. The Williamsport-Binghamton group negotiated with the Mets to move the Double 'A' to Binghamton three hours from New York City. The City of Jackson does not loose their Double 'A' team, they get the Mariners by default.

If a Double 'A' Franchise is obtained, it would most likely be under the same ownership as the Redbirds, and the same management. The club which would be privately owned and operated would negotiate for a major league affiliate and would then enter into a player development contract with the major league affiliate.

HAMILTON REDBIRDS THREE YEAR ATTENDANCE HISTORY



DEMOGRAPHIC BREAKDOWN
****

	LONDON	HAMILTON
POPULATION	300,000	308,000
MARKET	1,000,000	1,500,000 ***
'89 ATTENDANCE	168,000 - 63	60,192 - 35
OTHER ATTENDANCES	N/A	STEELERS 27,300 - 13 TIGER CATS 153,000 - 9
BROADCASTS	N/A	15 -CFMU
TELECASTS	12 - CFPL	N/A
BEAT WRITERS	YES	YES
NEWSPAPERS	DAILY - 4 WEEKLY- 6	DAILY - 1 / 3 WEEKLY - 6

Eastern League Directory

ALBANY YANKEES

New York Yankee Affiliate
Heritage Park, Albany-Shaker Road,
Albany, NY, 12211
Tickets: (518) 869-9236
Stadium: Heritage Park; 5,500
General Manager: Ralph Acampora
Field Manager: Rick Down
Visiting Hotel: Howard Johnson's,
1614 Central Ave.,
Albany, NY, 12205
(800) 722-7004

CANTON-AKRON INDIANS

Cleveland Indians Affiliate
Thurman Munson Stadium,
Canton, Ohio 44707
Tickets: (216) 456-5100
Stadium: Thuman Munson Stadium; 5,700
General Manager: Geoff Belzer
Field Manager: Ken Bolek
Visiting Hotel: The Parke Inn Hotel,
4343 Everhard Road NW,
Canton, Ohio
(216) 499-9410

HAGERSTOWN SUNS

Baltimore Orioles Affiliate
P.O. Box 230,
Hagerstown, MD., 21741
Tickets: (301) 791-6266
Stadium: Municipal Stadium; 6,000
General Manager: Bob Miller
Field Manager: Jerry Narron
Visiting Hotel:
Ramada Inn Convention Centre
901 Dual Highway,
Hagerstown, MD, 21740
(301) 733-5100

HARRISBURG SENATORS

Pittsburgh Pirate Affiliate
P.O. Box 15757
Harrisburg, Pa., 17105
Tickets: (717) 231-4444
Stadium: Riverside Stadium; 5,600
General Manager: Rick Redd
Field Manager: Marc Bombard
Visiting Hotel: Holiday Inn-Center City
23 S. Second St.
Harrisburg, PA.
(717) 234-5021

LONDON TIGERS

Detroit Tigers Affiliate
89 Wharncliffe Rd., N.
London, Ontario, N6H 2A7
Tickets: (519) 645-2255
Stadium: Labatt Park; 5,400
General Manager: Bob Gilson
Field Manager: Chris Chambliss
Visiting Hotel: Bridlewood Inn,
299 King St., London, Ont., N6B 1S1
(519) 439-1661
Radisson Hotel, 300 King St.,
London Ont. N6B 1S2 (519) 673-3300

NEW BRITAIN RED SOX

Boston Red Sox Affiliate
P.O. Box 1718,
New Britain, CT., 06050
Tickets: (203) 224-8383
Stadium: Beehive Stadium; 4,000
General Manager: Gerry Berthiaume
Field Manager: Butch Hobson
Visiting Hotel: New Britain Holiday Inn
65 Columbus Blvd.,
New Britain, CT., 06051
(203) 224-9161

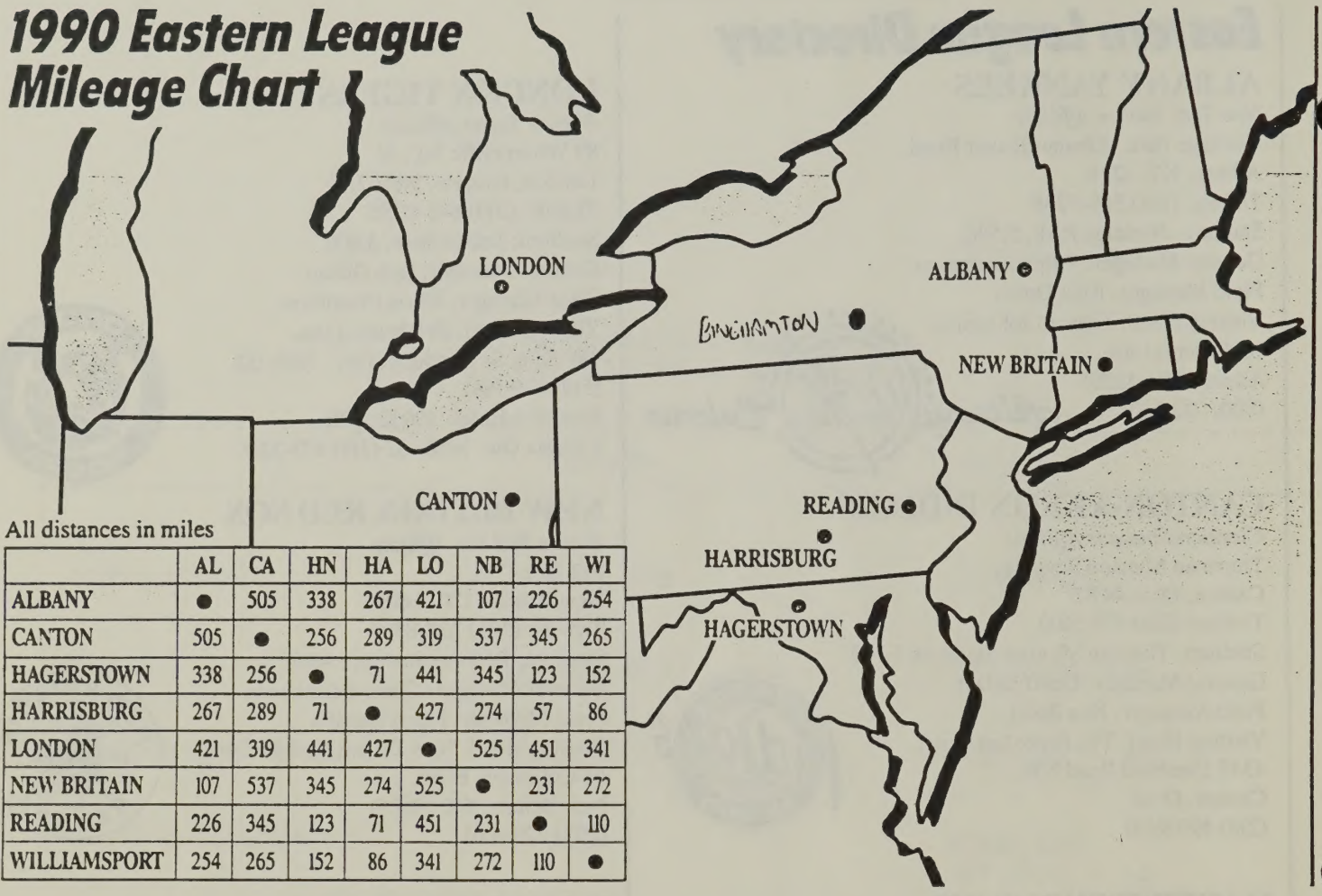
READING PHILLIES

Philadelphia Phillies Affiliate
P.O. Box 15050,
Reading, PA., 19612
Tickets: (215) 374-1500
Stadium: Reading Municipal Stadium; 7,000
General Manager: Chuck Domino
Field Manager: Dan McCormack
Visiting Hotel: Wellesley Inn,
910 Woodlands Ave.,
Reading, PA., 19610
(215) 374-1500

WILLIAMSPORT BILLS

Seattle Mariners Affiliate
P.O. Box 474,
Williamsport PA., 17703
Tickets: (717) 321-1210
Stadium: Bowman Field; 4,200
General Manager: Skip Weisman
Field Manager: Rich Morales
Visiting Hotel: Hilton Inn - Williamsport
1840 E. Third St.,
Williamsport, PA., 17701
(717) 326-1981

1990 Eastern League Mileage Chart



All distances in miles

	AL	CA	HN	HA	LO	NB	RE	WI
ALBANY	●	505	338	267	421	107	226	254
CANTON	505	●	256	289	319	537	345	265
HAGERSTOWN	338	256	●	71	441	345	123	152
HARRISBURG	267	289	71	●	427	274	57	86
LONDON	421	319	441	427	●	525	451	341
NEW BRITAIN	107	537	345	274	525	●	231	272
READING	226	345	123	71	451	231	●	110
WILLIAMSPORT	254	265	152	86	341	272	110	●

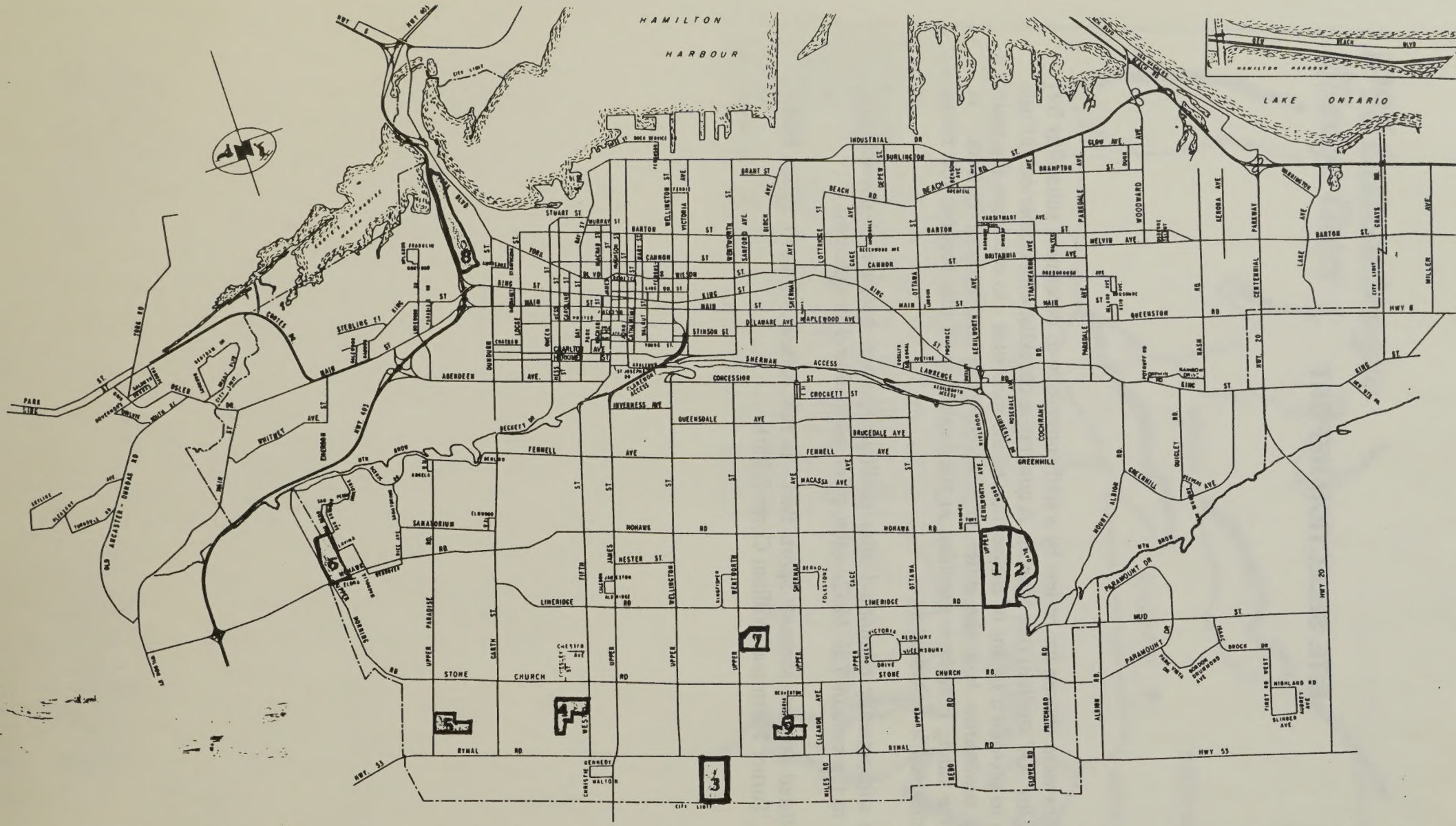
SITE SELECTION REPORT

SUMMARY

A list of nine sites were chosen for review by a staff committee to determine suitability for accommodating an 'AA' stadium (see Map 2). A qualitative checklist with numerical ratings was established to provide a means of comparison of the nine sites - to condense the main criteria and to summarize how the different sites compare under these criteria. A description of the rating criteria is provided at the beginning of this section; the rating analysis is summarized in Schedule 4.

Five sites were subsequently eliminated after preliminary study because of physical site limitations and in the case of T.B. McQuesten, prior horticultural designation.

The four short-listed sites are Mohawk Sports Park - Bernie Arbour, Mohawk Sports Park - East of Tracks, Turner Farm and William Connell Park.



1. Mohawk Sports Park - Bernie Arbour
2. Mohawk Sports Park - East of Tracks
3. Turner Farm
4. William Connell Park
5. William Schwenger Park
6. Olympic Park
7. T.B. McQuesten Park
8. Kay Drage Park
9. Billy Sherring Park

Map 2

DETAILED REVIEW OF SHORT LISTED SITES

1) Mohawk Sports Park - Bernie Arbour (Mohawk Road East and Upper Kenilworth)

AVAILABILITY OF SITE SERVICES, WATER, SEWER, HYDRO, TRAFFIC

Bernie Arbour Stadium is presently used as an 'A' level stadium and therefore has all necessary servicing either present or within close proximity. Hydro is presently not sufficient for 'AA' needs.

LOCAL TRAFFIC IMPLICATIONS

Traffic problems experienced at present will be increased.

PUBLIC TRANSPORTATION

Bus routes run along Upper Kenilworth and Limeridge Road.

VISIBILITY

Bernie Arbour is not highly visible from major arterial roads or freeway.

ADJACENT LAND USE COMPATIBILITY

Although Bernie Arbour Stadium blends well with the Sports park concept, problems in the surrounding neighbourhood limit its potential in this category.

PHYSICAL SIZE

Bernie Arbour Stadium is used presently as a baseball stadium with room to the east to further develop parking areas.

IMPACT ON EXISTING USES

The extended season of AA baseball would limit play for other user groups such as HDBA and the Hamilton Cardinals.

NAPBL TERRITORIAL PROTECTION LIMITS

Bernie Arbour Stadium lies within a 35 mile radius of the St. Catharines Blue Jays and therefore subject to territorial protection rights.

ADJACENT MARKET AVAILABILITY

The Hamilton Redbirds are presently enjoying a yearly increase in attendance and fell that the surrounding community has been supportive.

2) Mohawk Sports Park - East of Tracks (Mountain Brow Blvd.)

AVAILABILITY OF SITE SERVICES

All necessary services are within close proximity - a trunk sewer system has been built through the property and water is available from Limeridge Road.

LOCAL TRAFFIC IMPLICATIONS

Traffic implications would be similar to the existing conditions at Bernie Arbour Stadium.

PUBLIC TRANSPORTATION

Bus routes run along Upper Kenilworth and Limeridge Road.

VISIBILITY

This area is not highly visible from major arterial roads or freeway.

ADJACENT LAND USE COMPATIBILITY

The area is zoned 'A' - Conservation, Open Space, Park and Recreation and would blend well with the remainder of Mohawk Sports Park.

PHYSICAL SIZE SUITABILITY

The undeveloped area of Mohawk Sports Park lying east of the now removed railway line bordered by Mountain Brow Blvd. consists of 65 acres of undeveloped land.

IMPACT ON EXISTING USES

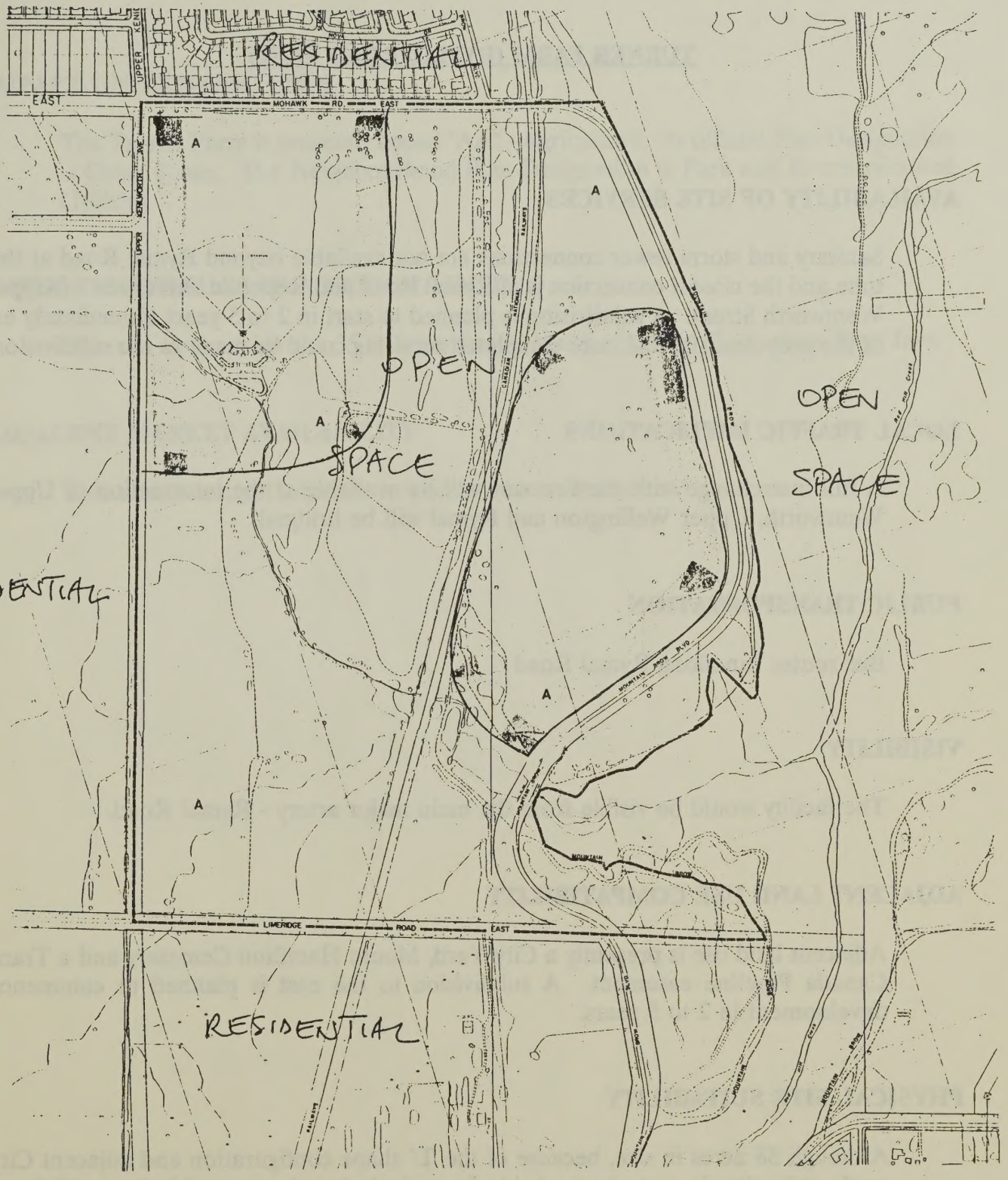
This acreage lies undeveloped with no approved Neighbourhood Plan Designation. Its existing use is open space.

NAPBL TERRITORIAL PROTECTION LIMITS

This area lies within a 35 mile radius of the St. Catharines Blue Jays and therefore subject to territorial protection rights.

ADJACENT MARKET AVAILABILITY

There is no local adjacent market available at this site.



1. Mohawk - Bernie Arbour
2. Mohawk - East of Tracks

— official plan designation

site boundary

87	87	87
97	91	89
131	5	5

This is not a Legal Document
For Zoning Verification Please
Contact City Building Department.

CITY OF HAMILTON

UPPER KING'S FOREST

ZONING

Neighbourhood Boundary
Zoning Boundary.

SCALE 0 100 m 80 m NORTH

Prepared for The City of Hamilton by the Planning and Development Department of The Regional Municipality of Hamilton-Wentworth

PLANNING UNIT NO 7303

June 1985

PAGE NO 91

TURNER FARM (RYMAL ROAD EAST)

AVAILABILITY OF SITE SERVICES

Sanitary and storm sewer connections are not available beyond Rymal Road at this time and the closest connection is at Rymal Road and Republic Drive west of Upper Wentworth Street. A subdivision is planned to start in 2 to 5 years immediately est of the proposed site and once completed servicing could be made to the subdivision.

LOCAL TRAFFIC IMPLICATIONS

A full interchange with the Freeway will be available at the intersection of Upper Wentworth, Upper Wellington and Rymal will be bridged.

PUBLIC TRANSPORTATION

Bus routes run along Rymal Road

VISIBILITY

The facility would be visible from the main major artery - Rymal Road.

ADJACENT LAND USE COMPATIBILITY

Adjacent land use is presently a City Yard, Mount Hamilton Cemetery and a Trans Canada Pipeline easement. A subdivision to the east is planned to commence development in 2 to 5 years.

PHYSICAL SITE SUITABILITY

Although 38 acres in size, because of the 'L' shape configuration and adjacent City yard, this site is not deemed ideal particularly when considering additional complimentary facilities.

IMPACT ON EXISTING USES

The Turner Farm is presently zoned "AA" - Agriculture. Its official Plan Designation is Open Space. The Neighbourhood Plan Designation is Park and Recreation and Utilities.

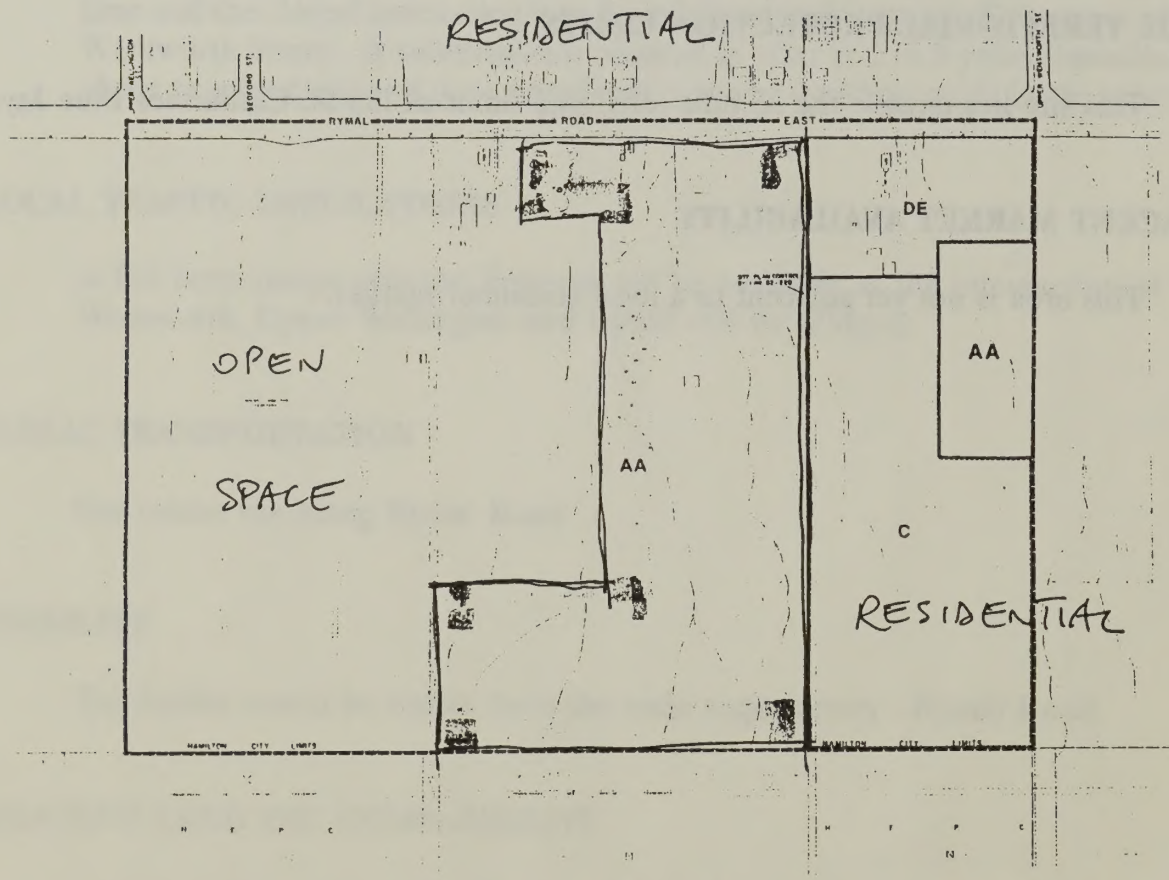
NAPBL TERRITORIAL PROTECTION LIMITS

This site lies outside the 35 mile territorial limits of the St. Catharines Blue Jays.

ADJACENT MARKET AVAILABILITY

This area is not yet adjacent to a local consumer market.

TURNER FARM

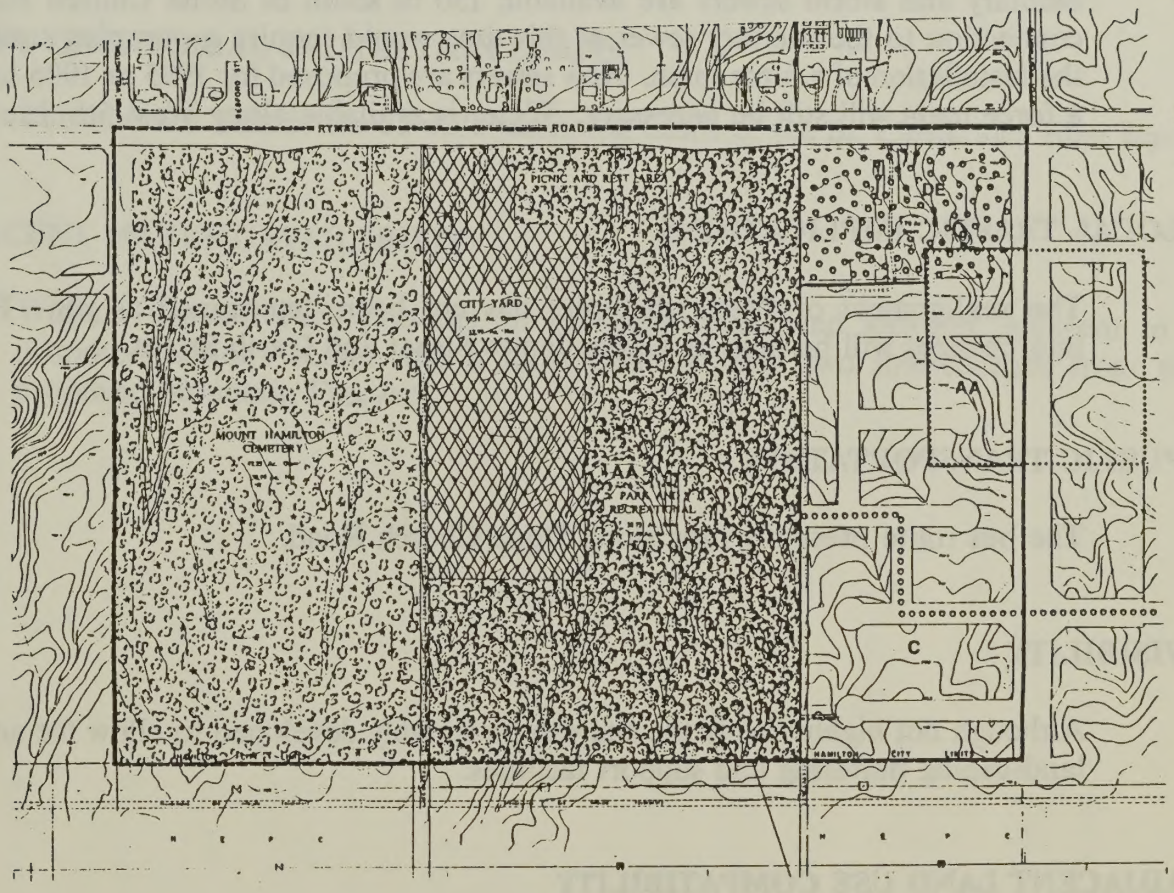


– official plan designation

– site boundary

119 8 19 / 6 24 23 This is not a Legal Document For Zoning Verification Please Contact City Building Department	CITY OF HAMILTON CHAPPEL WEST ZONING
Neighbourhood Boundary Zoning Boundary	0 100m SCALE 50m
Prepared for The City of Hamilton	7502 JANUARY 1990 24

TURNER FARM



NOTE: This is a GUIDE PLAN only and is subject to change. For details contact the local planning division of the Regional Municipality of Hamilton-Wentworth.

LEGEND:

..... Board of Education for the City of Hamilton Existing School Sites

oooooooo Possible Bike Route

EXISTING POPULATION (1988) 10

LAND USE

RESIDENTIAL

- single & double
- attached housing
- low density apartments
- medium density apartments
- high density apartments
- commercial & apartments

- COMMERCIAL
- INDUSTRIAL
- CIVIC & INSTITUTIONAL
- PARK & RECREATIONAL
- OPEN SPACE
- UTILITIES

---- Neighbourhood Boundary

——— Zoning Boundary

Approvals

Planning Committee NOV. 1, 1988 Council NOV. 14, 1989

Latest Revision Date NOV. 29, 1989

CITY OF HAMILTON
PLANNING DEPARTMENT

CHAPPEL WEST

APPROVED PLAN

NORTH

0 100 m

SCALE 50 m

24

CONNELL FARM (Stone Church Road West and West 5th Street)

AVAILABILITY OF SITE SERVICES

Sanitary and storm sewers are available 150 m south of Stone Church Road. A connection to the sanitary sewer at this time would require a pumping station and the installation of a force main. New sewers are proposed for 1995 or 1996 however, a force main will still be necessary. Water is available along West 5th Street.

LOCAL TRAFFIC IMPLICATIONS

The realignment of West 5th Street has not been determined as yet. Freeway interchanges will be built at Upper James Street and Garth Street.

PUBLIC TRANSPORTATION

The bus route presently runs along Stone Church Road.

VISIBILITY

Although not highly visibly the site can be suitably developed to allow for adequate landscaping buffering and support facilities.

ADJACENT LAND USE COMPATIBILITY

Development of adjacent Board of Education lands to the west is uncertain. St. Elizabeth Home Society is proposing a 560 unit senior citizens development in the south-western corner of the neighbourhood with residential to the north and east of the proposed site.

PHYSICAL SIZE

As shown on the attached proposed plan the physical size available allows for several complimentary facilities. William Connell Park is 44 acres with an additional 14.5 acres in the neighbourhood to the west.

IMPACT ON EXISTING USES

There are no existing uses that would be impacted by the facility's development. The Zoning is AA and the Official Plan designation is Open Space.

NAPBL TERRITORIAL PROTECTION LIMITS

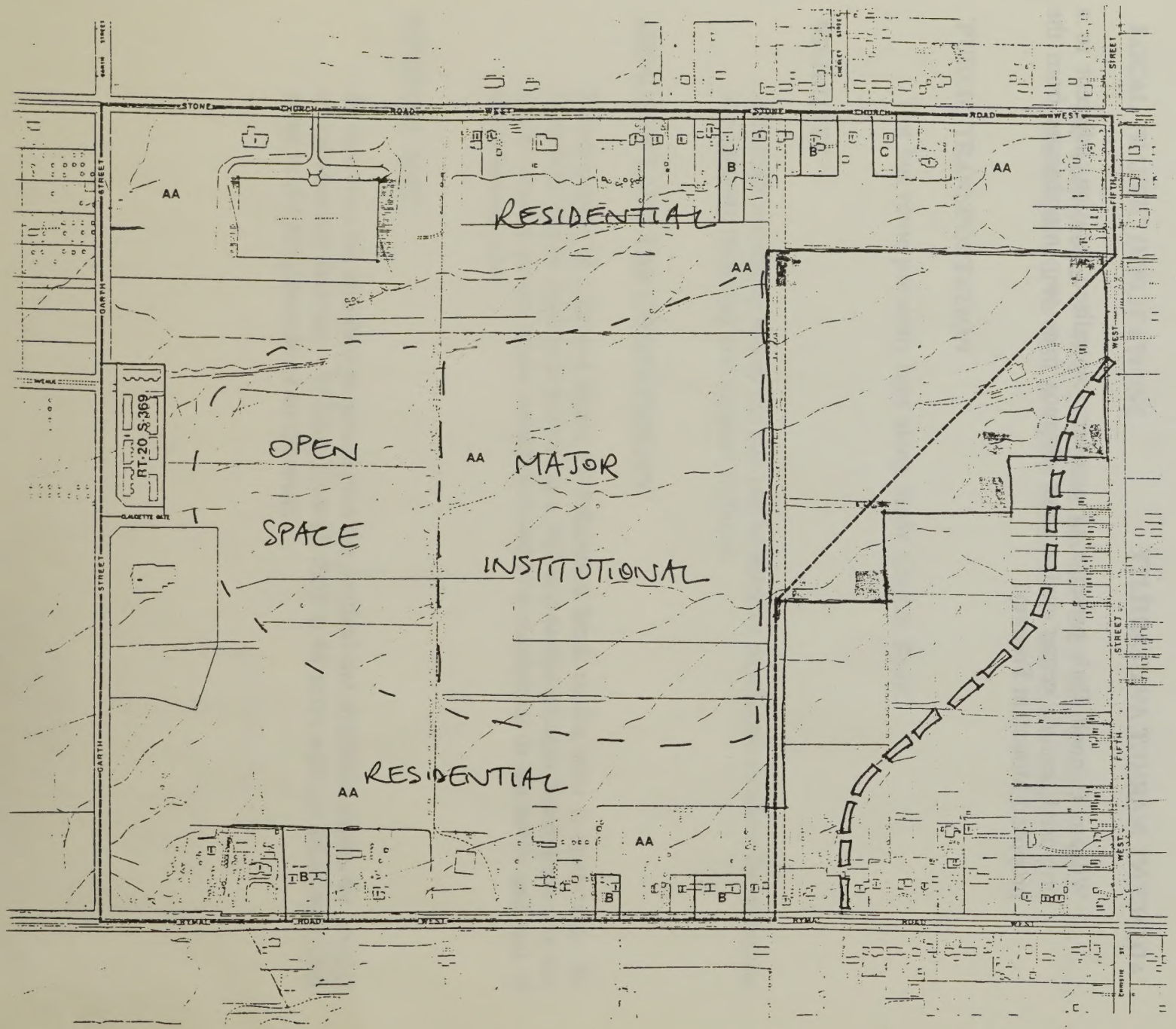
This site lies outside the 35 mile territorial limits of the St. Catharines Blue Jays.

ADJACENT MARKET AVAILABILITY

William Connell Park presents an excellent centralized location, adjacent to a proposed senior's center and a short distance from two interchanges from the proposed Mountain Freeway.

WILLIAM CONNELL PARK

Map 6



Proposed alignment of West Fifth St.

-- official plan designation

— site boundary

50	53	86
44	121	101
20	84	83

This is not a Legal Document
For Zoning Verification Please
Contact City Building Department

CITY OF HAMILTON

SHELDON

ZONING

Neighbourhood Boundary

Zoning Boundary

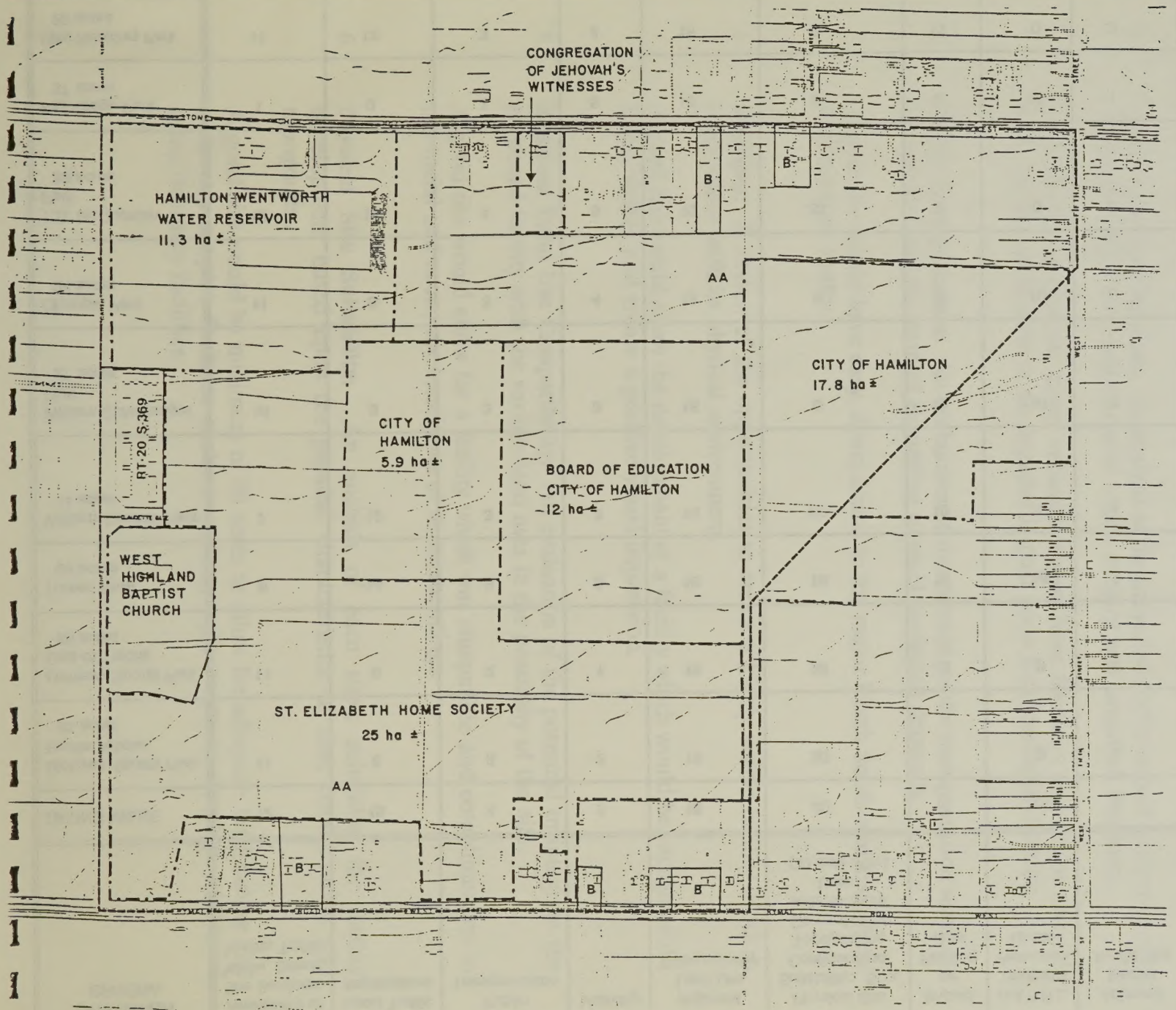
SCALE 0 50m 100m

Prepared for The City of Hamilton
by the Planning and Development Department
of The Regional Municipality of Hamilton-Wentworth

PLANNING UNIT NO 7605

JANUARY 1990

PAGE 12


CONGREGATION OF JEHOVAH'S WITNESSES
HAMILTON WENTWORTH WATER RESERVOIR 11.3 ha ±
AA
CITY OF HAMILTON 17.8 ha ±
RT. 20 S. 369
CITY OF HAMILTON 5.9 ha ±
BOARD OF EDUCATION CITY OF HAMILTON 12 ha ±
WEST HIGHLAND BAPTIST CHURCH
ST. ELIZABETH HOME SOCIETY 25 ha ±
AA
B
B
B

Schedule 4

"AA" BASEBALL STADIUM SITE STUDY - RATING ANALYSIS

EVALUATION CRITERIA	Availability of Site Services: Water, Sewer, Hydro, Traffic	Local Traffic Implications	Public Transportation	Visibility	Adjacent Land Use Compatibility	Physical Site Suitability: Size, Configuration, Topography, Compatibility with Ancillary Uses (30 acre min.)	Impact on Existing Uses	N.A.P.B.L. Territorial Protection Limits	Adjacent Market Availability	TOTAL	Comments
RATING VALUE	12	15	4	5	18	20	10	10	6	100	
Mohawk Sports Park Bernie Arbour 85 acres	11	8	3	2	13	20	2	0	5	64	Construction limitations required for dismantling the existing facility limit the potentials of this site.
Mohawk Sports Park East of Tracks 65 acres	11	8	2	1	18	20	10	0	2	72	Good compatibility with the project, however, this site lies within the NAPBL territory limits.
Turner Farm 64 acres	9	14	3	3	18	10	10	10	2	79	A suitable site for facility development.
William Connell Park 44 acres	7	12	3	3	16	20	10	10	4	85	First choice for facility placement strong in all categories special consideration needed to accommodate sewer services.
William Schewenger Park 27 acres	10	6	3	3	15	0	10	10	3	60	This park does not have the acreage required for proper setbacks, parking and support facilities.
Olympic Park 24 acres	11	8	3	4	13	5	2	10	5	61	Physical site limitations of size and topography leave this site unsuitable.
T.B. McQuesten Park 39 acres	12	15	4	5	15	20	2	0	6	79	An excellent site, however, Council direction has this site being developed as a Horticultural Park and is therefore eliminated.
Kay Drage Park 37 acres	1	0	1	5	16	0	0	10	1	34	A previous landfill site, this park is not suited to facility development.
Billy Sherring Park 22 acres	11	12	3	3	15	0	10	0	3	57	The small size and limiting configuration make this site unsuitable.

CFE/mc

"AA" BASEBALL STADIUM SITE STUDY RATING CRITERIA DESCRIPTION

1. **Availability of Site Services:** An evaluation of the costs and time frames involved for the provision of sites services including hydro, water, sewer and traffic.

   A good site would have all the necessary servicing within close proximity and would pose no physical constraints for cost effective development by 1993.

2. **Local Traffic Implications:** An analysis of the projected traffic impact and proximity to, residential streets, major arterial roads, existing and proposed freeways.

   A good site would allow direct vehicular access from freeways and major arterial roads while having little or no negative impact upon local residential traffic.

3. **Public Transportation:** An evaluation of the current public transportation services to each site and the ease of expanding to meet projected demands.

   A good site would have easy, direct access to the major North South and East West public transit routes.

4. **Visibility:** A review of the opportunities to create a highly visible facility which is harmonious with its physical environment.

   A good site would allow the development of a facility which would be recognizable, highly visible and create a positive visual impression.

5. **Adjacent Land Use Compatibility:** An evaluation of the potential to integrate the proposed facility with the various land uses in the proximity of the site.

   A good site would allow for a facility which was compatible and complimentary to the social and economic conditions of its surroundings.

6. **Physical Site Suitability:** An analysis of each site's suitability for facility development based upon the physical characteristics of size, configuration and topography.

   A good site would be minimum of 30 acres to allow for adequate landscaping and buffering, support facilities such as parking with room to develop additional complimentary facilities.

7. **Impact Upon Existing Uses:** An evaluation as to the impact a facility would have upon any existing uses for the site.

   A good site would have no existing uses which would be adversely affected by the facilities development.

8. **NAPBL Territorial Protection Limits:** The North American Professional Baseball League has territorial protection limits which regulate the location of competing franchises. Major league franchises may dictate limiting conditions over competing operations which locate within a 35 mile radius of an existing minor league "farm" team. (see Appendix 3)

   A good site would lie outside the territorial limits of the St. Catharines farm team of the Toronto Blue Jays.

9. **Adjacent Market Availability:** An evaluation as to the availability of a local, supporting market.

   A good site would be adjacent to a local consumer market.

Conclusions

Mohawk Sports Park - Bernie Arbour

The fact that there is a major baseball facility presently at this site limits its potential for an 'AA' stadium. As indicated by Appendix 4 (1991 Major League Playing Facility Requirements) Bernie Arbour must be completely refurbished to accommodate the AA level of baseball. Also according to these new requirements extensive changes need to be undertaken by 1994 just to accommodate a single A franchise - lighting, box seating, field drainage, scoreboard and press box expansion.

However a remaining Bernie Arbour would be well utilized by the Hamilton Cardinals and the Hamilton District Baseball Association who have expressed support in writing. (Appendix 2)

This site also falls within the 'Territorial' limits of the St. Catharine Blue Jays.

MOHAWK SPORTS PARK - EAST OF TRACKS

This is a good site, compatible and complimentary to its surroundings suitable in size configuration and topography. However, Mohawk Sports Park lies with the Territorial limits of the St. Catharines Blue Jays.

TURNER FARM

The Turner Farm has been determined to be an ideal area for future facilities such as an adult tournament park (Globe Park) or community soccer park (Kay Drage) however, the configuration of the site limits its potential for a major Baseball facility.

WILLIAM CONNELL PARK

This was the study committee's number one choice for facility placement. William Connell Park is strong in all categories, however, special consideration is needed to accommodate sewer services.

As indicated in the 10 year Capital Expenditure Projections Table on the following page, (Schedule 5) a 1989 - 90 lot levy study by the Parks Divisions Development Section selected William Connell Park as a potential site for a baseball stadium.

The concept and west mountain location has been endorsed by Hamilton's Baseball Council and linked to the need for a tournament type park to relieve pressure on smaller community parks.

The concept plan of William Connell Park included as Map 8 illustrates one possible layout that fulfils the needs of AA baseball, tournaments and the surrounding community.

10 YEAR CAPITAL EXPENDITURE PROJECTIONS

Appendix I
Shedule 2
Table 1

DEPARTMENT OF PUBLIC WORKS – PARKS DIVISION

CALCULATION OF GROWTH RELATED PORTION OF CAPITAL COSTS

Project	(i) Amount	Residential (ii) Growth Relate	$ Growth Related	Cost Per Capita	Commercial/Industrial Growth Relate	$ Growth Relate	Cost Per Square Foot
a)Baseball Diamonds	$400,000.00	84.00%	$336,000.00	$7.88			
b)Sport Fields	$490,000.00	54.00%	$264,600.00	$6.21			
c)T.B. McQuesten Park Development	$6,000,000.00	24.00%	$1,440,000.00	$33.79			
d)Baseball Stadium – William Connel Park	$5,000,000.00	5.00%	$250,000.00	$5.87			
e)Running Track – William Schewenger Park	$500,000.00	28.00%	$140,000.00	$3.28			
f)Park Development							
i)Randall Park	$90,600.00		$90,600.00	$2.13			
ii)Kerringhan Park	$302,000.00		$302,000.00	$7.09			
iii)Jerome Park	$181,200.00		$181,200.00	$4.25			
vi)Barnstown Park	$90,600.00		$90,600.00	$2.13			
v)Kennedy West Park	$241,600.00		$241,600.00	$5.67			
vi)Indian Burial Grounds Park	$181,200.00		$181,200.00	$4.25			
vii)Crerar Neighbourhood Park	$140,732.00		$140,732.00	$3.30			
viii)Falkirk West Park	$181,200.00		$181,200.00	$4.25			
ix)Alison Park	$68,554.00		$68,554.00	$1.61			
x)Broughton West Park	$135,900.00		$135,900.00	$3.19			
xi)William Connel Park	$634,200.00		$634,200.00	$14.88			
xii)William Schewenger Park	$302,000.00		$302,000.00	$7.09			
xiii)Billy Sherring Park	$347,300.00		$347,300.00	$8.15			
xiv)Turner Farm Park	$1,494,900.00		$1,494,900.00	$35.08			
xv)Mohawk Sports Park	$1,620,000.00		$1,620,000.00	$38.01			
Subtotal	$6,011,986.00	68.00%	$4,088,150.48	$95.92			
Total	$18,401,986.00	35.42%	$6,518,750.48	$152.95			

NOTES:

i)The cost figures represented here are in 1989 dollars.

ii)The allocation percentages were obtained by applying the current service standards set out in Table 2,to the population to be serviced, of 42,620, which is derived in section II.

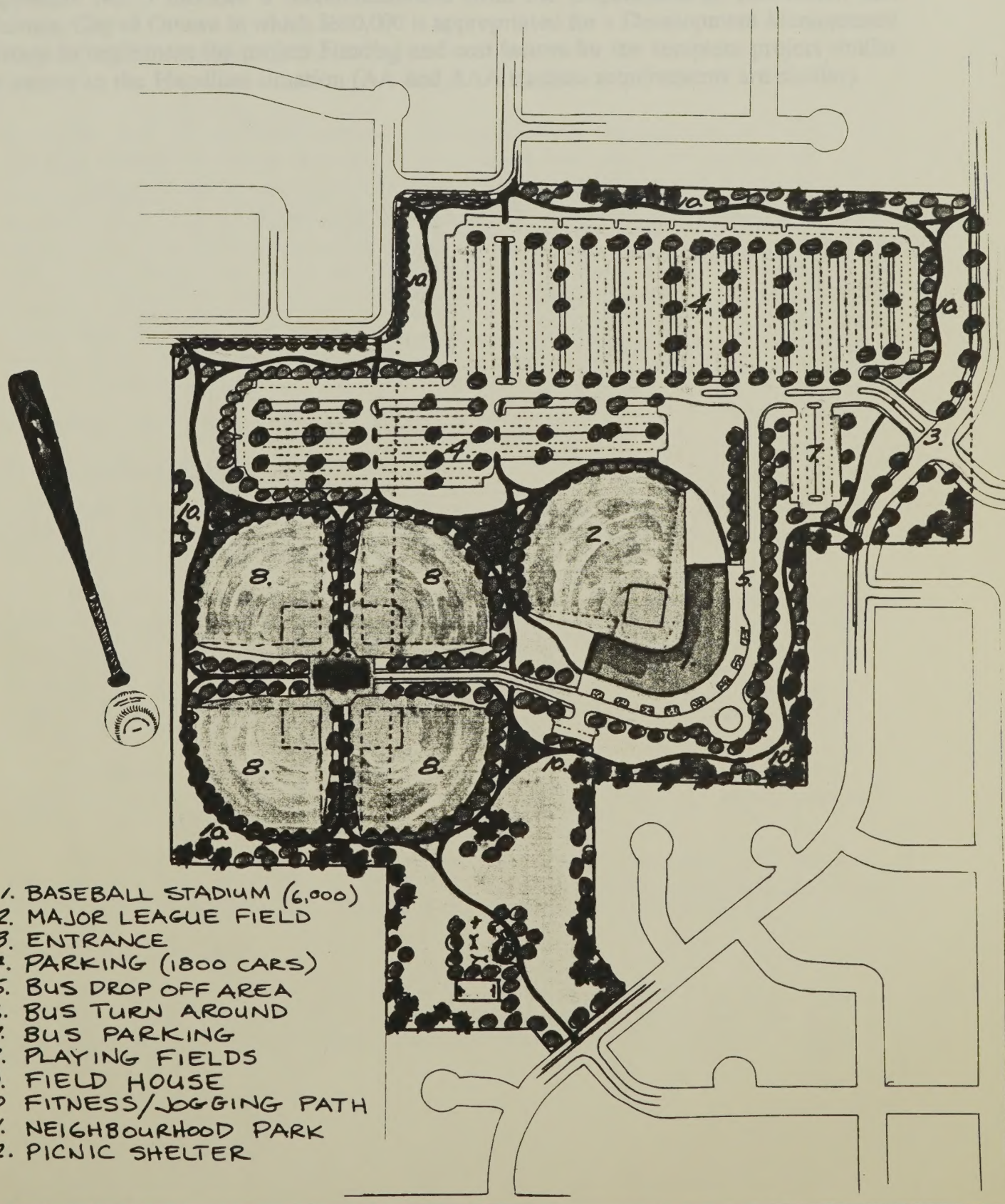
iii) from Coopers & Lybrand, Capital Charges Study, December 1 1989

WILLIAM CONNELL BALLPARK CONCEPT

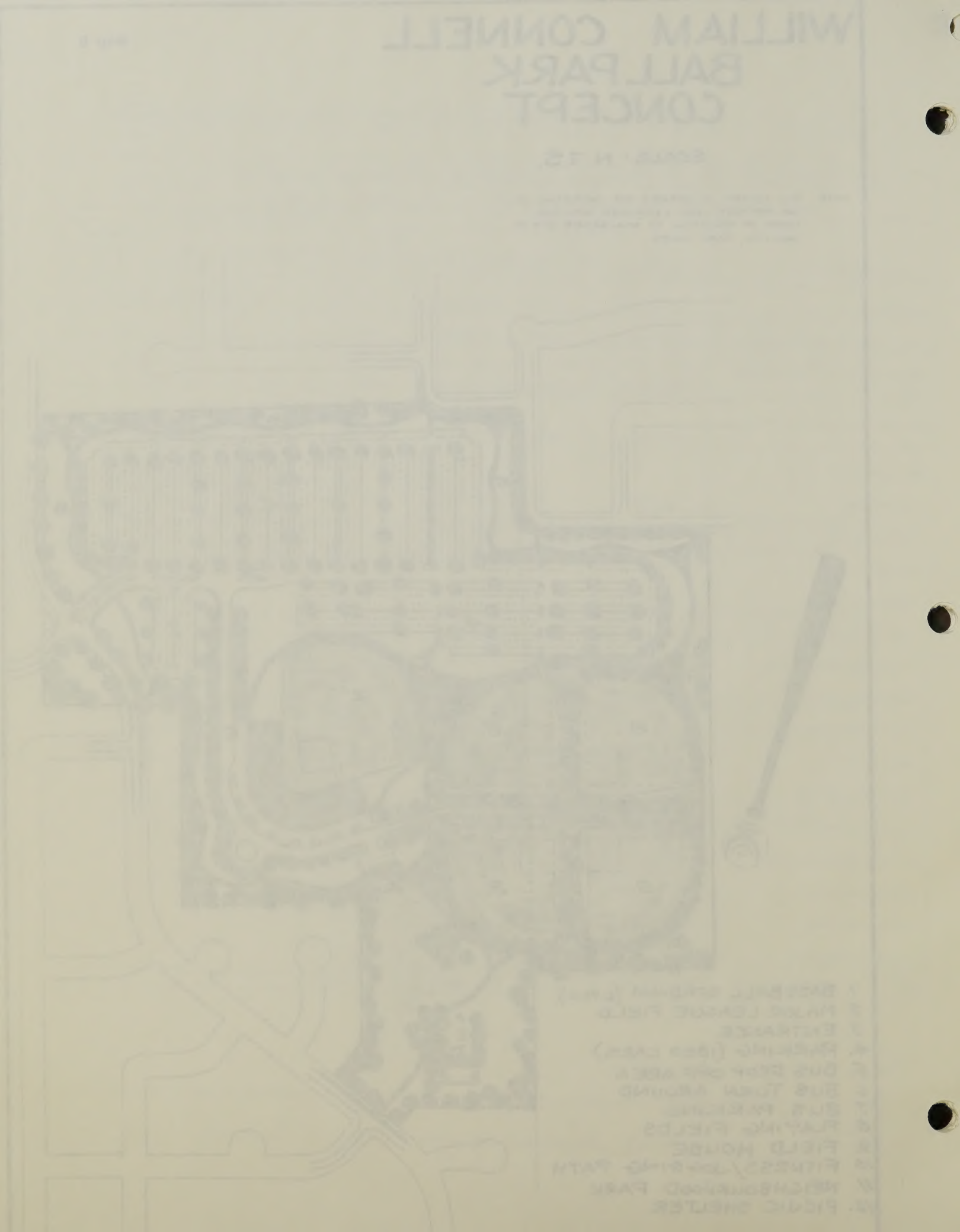
Map 8

SCALE: N.T.S.

NOTE: THIS CONCEPT ILLUSTRATES THE COMPLETION OF THE PROPOSED LAND EXCHANGED WITH THE BOARD OF EDUCATION TO AMALGAMATE CITY OF HAMILTON PARK LANDS



1. BASEBALL STADIUM (6,000)
2. MAJOR LEAGUE FIELD
3. ENTRANCE
4. PARKING (1800 CARS)
5. BUS DROP OFF AREA
6. BUS TURN AROUND
7. BUS PARKING
8. PLAYING FIELDS
9. FIELD HOUSE
10 FITNESS/JOGGING PATH
11. NEIGHBOURHOOD PARK
12. PICNIC SHELTER



COST AND FUNDING

Appendix No. 5 includes a recommendation from the Department of Recreation and Culture, City of Ottawa in which $800,000 is appropriated for a Development Management Group to implement the project Funding and cost factors for the complete project similar in nature to the Hamilton situation (AA and AAA stadium requirements are similar).

RECOMMENDATIONS

1) That based on the findings contained in a staff report entitled Double Vision dated January 9, 1991 the Parks and Recreation Committee endorse the efforts of the Hamilton Baseball Association (Hamilton Redbirds), to obtain an 'AA' baseball franchise for the City of Hamilton.

2) That staff be directed to prepare a capital budget submission for inclusion in the 1992 - 93 phase of the 1991 - 95 capital budget program.

3) That upon receiving notice from the Hamilton Redbirds on their efforts being successful, the Parks and Recreation Committee authorize staff to prepare the necessary terms of reference for a comprehensive study of site feasibility, economic benefits, cost and related facility/activity requirements.

McMASTER UNIVERSITY

1280 Main Street West
Hamilton, Ontario, Canada L8S 4M4

Telephone (416) 525-9140 Ext.
Telefax 527-0100

August 25, 1990

Hamilton Redbirds,
80 Ottawa Street North,
Hamilton, Ontario.
L8S 3M6
Attention: Ben Liotta
General Manager

Dear Mr. Liotta:

You recently requested that the I study the economic impact of the Hamilton Redbirds Baseball Club on the Region of Hamilton-Wentworth. In particular, you were interested in the difference in economic impact between a Single A franchise and a Double A franchise. These types of studies are deceptively simple in their calculations and conclusions. To determine the economic impact of an entity one needs to determine two things -- the cash flow, both direct and indirect, generated by the entity and a multiplier which, when applied to the cash flow, represents the "trickle down" effect in the economy. However, determining these two numbers is not an easy task.

Economic Impact of the Current Single A Franchise

Direct Cash In-flows

Consulting with team records, I measured direct cash inflows to the baseball club. These came from many sources: ticket revenue, concessions, sponsorships, program advertising, and souvenir sales.

One must remember that a typical season, at home, has one pre-season exhibition game and thirty-nine regular season games. Average attendance for a game is around 2,030. While ticket prices are known, the average amount spent on admission is difficult to determine. Most games are "bought-out" by a corporate sponsor who distributes free or discounted tickets as part of a promotion. Still some people attending pay the full admission price.

Concession revenue, for food and beverages, is approximately $2.10 per person per game. Using the attendance figures and number of games played, concession revenue for a season is roughly $168,000.

Given the connection between sponsorships and attendance, all direct cash inflows have been lumped together. Thus, based on club records for a typical season, direct cash inflows are approximately $330,000.

Indirect Cash Inflows

Indirect cash inflows are harder to measure. In thinking about sources of indirect economic activity, six categories come to mind: car and bus transportation, parking charges, visiting team members, media and league officials.

To determine the value of car transportation, one needs to remember that 2,030 people attend each game. Hamilton Tiger-cat records show that about 20% of their fans attend a game by bus. As people with a ticket to one of their games can ride the bus for free the number of people taking the bus to a Redbirds game is probably lower. I will assume that 10% take the bus to a game. This amounts to 8,100 people taking the bus over a season and twice as many one-way trips. Given the cost of a one-way bus fare ($1.15), total bus transportation charges are $18,700 annually.

Assuming three people per car, about 610 cars are brought to each game. About 80% of game attendees come from the local Hamilton/Stoney Creek/ Ancaster area. I will assume that these people drive approximately 20 kilometres from their home to the game and back while people from outside the region travelled a round trip of 180 kilometres. Local people logged 390,400 kilometres travelling to Redbird games while people from outside the region logged 878,400 kilometres. For local people, I will use a standard cost of $0.25 per kilometre to cover gas, car depreciation and maintenance. Roughly $97,600 in car transportation charges are generated annually by local attendees. For people coming from outside the region, gasoline purchases represent their sole economic activity. Assuming a gasoline consumption rate of 12 kilometres per litre and a price per litre of 56 cents for gasoline, people from outside the region generate $41,000 in annual car transportation charges.

There is no charge for parking around Bernie Arbour Stadium. Thus there is no cash flow generated by this item.

Even more assumptions must be made when it comes to cash inflows from visiting team members, media and league officials. For any given game, there are approximately 30 team members (including coaching staff), 2 media representatives and 2 league officials. Cash inflows include expenditures on hotels, meals and entertainment.

In most cases, these people commute to the game and return home the same night. To minimize expenses teams from outside the region come for two game series on consecutive days so that only one evening of hotel accommodation is required. There are 12 such series each year with 17 hotel rooms occupied (double occupancy) per series. This generates $20,400 in economic activity. For each game day, players are given a meal allowance of $5.50 (U.S.) but are free to spend more if they wish. Thus visiting players generate at least $8,000 in economic activity from food. For the overnight series, players might do some shopping during the day or visit a local bar. Assuming each player spends $5.00 (U.S.), this additional spending generates another $2,100 in economic activity.

Averaged across all players on all game dates, each visiting player contributes roughly $25.50 to the local economy. For the remainder of this work, it was assumed that the average media person would contribute $15 per day and the average league official would contribute $30 per day. The lower figure for media people takes into account the blend of local and regional representation. Given a forty game season, cash inflows from visiting media and league officials would be $7,200.

Thus, for a typical season, indirect cash inflows are roughly $195,000.

From both direct and indirect sources, total primary economic activity generated by the Hamilton Redbird Baseball Club is roughly $525,000.

Measuring Total Economic Impact

Of course, this primary economic activity is not the only economic impact on the region. Money spent on printing is in turn spent on goods and services the revenues from which are in turn spent on other items. This concept is known as the trickle down effect. The Tourism and Convention Department of the Regional Municipality of Hamilton-Wentworth has found that for every dollar spent on tourism, two and one-half dollars trickle through the economy. To find the total impact on the region, one simply multiplies primary economic activity by 3.5.

The multiplier of 3.5 implies that for every dollar spent in the region 71.5 cents trickles down to the next level. To test that implication, one can look at the direct cash outflows incurred by the Hamilton Redbird Baseball Club.

Category	Cash Outflow
# Players/Coaches Salaries	$ 90,000
Other Staff Salaries	$ 60,000
Provincial Sales Tax	$ 13,000*
Payments to League	$ 4,500*
# Equipment Charges	$ 8,000*
Cost of Goods Sold at Concessions	$ 60,000
Printing Charges	$ 30,000
Insurance/Office Rental/ Telephone/	$ 20,000
Park Rental	$ 10,000
# Travel to Away Games	$ 64,000*
Advertising	$ 5,000
Entertainment	$ 5,000
Total	$369,500

"Starred" items do not generate economic activity within the Region. Items marked with a "#" are subsidized directly from Anheuser-Busch in the United States. Player salaries are only paid during the two and a half month season. Though these players often have homes elsewhere, this money is pretty well spent within the region to cover housing, food and clothing costs. Thus of total direct cash inflow of roughly $330,000, about $280,000 stays in the region. This represents a trickle down rate of roughly 84.8%. Once in the economy, the remaining economic impacts should follow the 71.5% retention rate documented by the Region. Thus the use of a 4.0 multiplier for direct economic activity seems to be justified.

So for the Hamilton Redbird Baseball Club, the total economic impact on the region would be roughly $2.0 million. In determining this amount, an implicit assumption is that if the Hamilton Redbird Baseball Club did not exist, people would not spend any money on any other entertainment source. While this assumption does not appear to be valid, it is impossible to speculate how much economic activity would be generated in place of the Hamilton Redbird Baseball club as people went instead to movies, rented video-cassettes, attended other sports activities, visited Copps Coliseum or

Hamilton Place, etc.

For every $60,000 of economic activity, approximately one man-year of work is created. Thus the Hamilton Redbird Baseball Club generates roughly 33 person-years of work for the Region which manifests itself both in full-time and part-time employment opportunities.

Economic Impact of Proposed Double A Franchise

Direct Cash In-flows

A typical season would now have one pre-season exhibition game and seventy regular season games. Average attendance for a game in this league would be around 3,000. Total attendance would increase from roughly 81,300 to 213,000 -- a 162% increase. With this greater audience the cost for game sponsorship, advertising and ticket prices should rise a corresponding amount. Likewise concession revenue, which is based strictly on attendance, should rise a corresponding amount.

Given these assumptions, direct cash inflows would be approximately $864,600.

Indirect Cash Inflows

Indirect cash inflows for car and bus transportation are directly linked to attendance and should rise a corresponding amount. However, indirect activity due to visiting team members will only change due to the extra games played and increased meal allowance as the size of the team does not change. Indirect activity due to media and league officials will change both due to a doubling in officials and media present and the extra games played.

The new value for total bus transportation charges would be $49,000 annually. Likewise the new value for car transportation charges generated annually by local attendees would be $255,700. People from outside the region would generate $107,400 in annual car transportation charges.

Assuming the Double A team would continue to play at Bernie Arbour Stadium, which has free parking, there would be no cash flow generated by this item.

When it comes to cash inflows from the thirty visiting team members, only one team (London, Ontario) would be able to commute to the game and return home the same night. To minimize expenses teams from outside the region come for three game series on consecutive days so that only two evenings of hotel accommodation would be required. There would be 21 such series each year with 17 hotel rooms occupied (double occupancy) per series. This would generate $71,400 in economic activity. For each game day, players would be given a larger meal allowance of $7.00 (U.S.) but are free to spend more if they wish. Thus visiting players would generate at least $17,900 in economic activity from food. For the overnight series, players might do some shopping during the day or visit a local bar. Assuming each player spends $15.00 (U.S.), this additional spending would generate another $11,300 in economic activity.

Averaged across all players on all game dates, each visiting player contributes roughly $47.20 to the local economy. For the remainder of this work, it was assumed that the average media person would contribute $35 per day and the average league official would contribute $55 per day. The lower figure for media people takes into account the blend of local and regional representation. For any given game, there would be 4 media representatives and 4 league officials. Given a 71 game season, cash inflows from visiting media and league officials would be $25,600.

Thus, for a typical season, indirect cash inflows would be roughly $538,300.

From both direct and indirect sources, total primary economic activity generated by the Hamilton Redbird Baseball Club is roughly $1,400,000.

Measuring Total Economic Impact

Expense patterns would more stay the same thought the amounts would more than double. Using a 4.0 multiplier for direct economic activity and 3.5 multiplier for indirect economic activity would result in a total economic impact on the region of roughly $5.3 million. For every $60,000 of economic activity, approximately one person-year of work is created. Thus the Hamilton Redbird Baseball Club in moving to a Double A franchise would generate roughly 89 person-years of work for the Region which would manifest itself both in full-time and part-time employment opportunities.

Other Considerations

Two final points should be made. In moving from a Single A to a Double A franchise, the Hamilton Redbird's economic impact would grow by $3.3 million or 165%. In terms of jobs, the move to Double A would generate an additional 56 person-years of employment. Of course, I have assumed that the new franchise would be located at Bernie Arbour Stadium. Unless there were major renovations at this location, the franchise would need other facilities. Parks built within the last three years in the United States have cost $3 million (U.S.). A new facility in Hamilton might cost as much as $6 million.

Second, there are an additional number of intangible benefits that do accrue to the Region of Hamilton-Wentworth from having the Hamilton Redbird Baseball Club located here. Many of these could have an economic impact but are very difficult to directly measure. For example, more than 400,000 people hear, read or see sports stories dealing with the activities of the Hamilton Redbirds on any given day during the two and a half month season. This may have an effect on people outside the region as they choose sites for conventions, places to locate businesses or homes for their families. Also consider the effect on morale within the city. Team members visit children in hospital, participate in charitable events and support other worthy organizations. This, too, is an important contribution.

I hope this report conveys my methodology in determining the economic impact of the Hamilton Redbirds Baseball Club on the Region of Hamilton-Wentworth. The figures cannot be exact and there is always a margin of error. Measuring the trickle-down effect is nearly impossible under the best circumstances. Likewise indirect economic activity requires making

certain assumptions which are not always accurate. To assess this work, the key is if it passes the test of reasonableness. All assumptions and numbers appear reasonable to me and I hope they appear reasonable to you.

Thanks for your interest in the McMaster School of Business and in my work. If I can be of help in the future, please do not hesitate to call me.

Yours Sincerely,

Marvin Ryder

Marvin Ryder
Lecturer of Marketing and Business Policy

MGR/pw

Ontario Special Olympics Inc.
1220 Sheppard Avenue East
Willowdale, Ontario
M2K 2X1
(416) 495-4301

105 Fairway Drive,
Hamilton,Ont.,
L8K 5L6

Mr. Mayor and Members of City Council:

Ontario Special Olympics is a charitable organization that provides recreational and fitness programs for mentally handicapped children and adults.

The Hamilton Chapter of Ontario Special Olympics is very fortunate in that we have been associated with the Hamilton Redbirds Ball Club. The managment and players alike have been supportive of our athletes and our programs.

Ben Liotta is a volunteer with our group and it is through him that other members of the club have become involved,not only in coaching but in fund raising for our various programs and also in the donation of different items and souveneirs on numerous occassions.

If the Redbirds organization were to become a "AA" ball club it could only help the charities and groups they are currently supporting with various fund raising events and public relations assistance.

The increase in attendance that a "AA" ball team would ensure would also mean an increase in public awareness of,not only Ontario Special Olympics,but of other organizations the Redbirds support.

Thank you for your time and attention.

Yours truly,

Shannon Thompson
Regional Co-ordinator
Ontario Special Olympics

The Canadian Red Cross Society
La Société canadienne de la Croix-Rouge
400 King Street East
Hamilton, Ontario
Canada L8N 1C3
Telephone (416) 522-8485
Fax (416) 522-2826
West Central Ontario

December 18, 1990

To Whom It May Concern:

The Canadian Red Cross Society Blood Program has been involved with the Red Birds organization for the past three years jointly promoting the blood donor clinic and the Red Birds team.

We have found their organization to be extremely professional and very community-minded.

We would be very pleased to support any future Red Bird endeavours.

Yours sincerely,

Marnie Schatz

Marnie Schatz (Mrs.)
Area Manager
Blood Donor Recruitment

MS:lb

NATIONAL REVENUE CHARITABLE NUMBER
N° D'ENREGISTREMENT DE L'ORGANISME
0017848-11-13

Big Brother Association
of Burlington and Hamilton-Wentworth, Inc.
639 Main Street East, Hamilton, Ontario L8M 1J4

Telephone 525-3860
Envoy: BIG.BROS.HAM
Fax: 525-6444

Norman Hall
Executive Director

November 29, 1990.

Ben Liotta
General Manager
Hamilton Redbirds
80 Ottawa St. North
Hamilton, Ontario
L8H 3Z1

Dear Ben,

On behalf of all of us involved with the Big Brother Association of Burlington and Hamilton-Wentworth, and most especially the children we serve, I am writing to express our Association's heartfelt thanks for the excellent support given us and our work by the Hamilton Redbirds organization.

The community-mindedness of the Hamilton Redbirds is something of which the City of Hamilton should be extremely proud. The Redbirds have brought quality baseball to our community as well as an excellent sportsman-like role model for our young people.

I understand that your organization has an opportunity, with city support, to become a double A team. Clearly this is an excellent opportunity for our city and one for which the Redbirds organization, its managers and players, have worked very hard to achieve.

Please accept our Association's best wishes in your bid for double A status. Once again, thank you.

Sincerely,

NORMAN HALL
Executive Director

NH/jr

PRESIDENT
Jack Haszard
VICE-PRESIDENTS
Phil Clay, Service
Ray Freckleton, External Relations
Steve Boccadoro, Fund Raising

TREASURER
Paul Humphreys
PAST-PRESIDENT
Peter Ernst
DIRECTORS
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Deirdre Finlay
Mary Anne Garofolo
Murray Hyslop
Jerry Schulman
Elizabeth Szkodziak

T.M.

Charter member: Big Brothers of Canada
Serving children since 1921
Charitable Reg. No 0159855-09
A UNITED WAY SERVICE

O.ptimist C.lubs A.gainst D.rugs
with
KIDS
N.ot I.nto D.rugs

O. C. A. D.

337 Fennell Avenue East
Hamilton, Ontario L9A 1T5

November 20, 1990

Dear Mayor Morrow & Members of City Council:

It has come to our organization's attention that the Hamilton Redbirds would like to change their team's status from Minor 'A' to Double 'A'.

In order for the Redbirds to do this, they will need new facilities or their present one upgraded.

We encourage the members of City Council to give this matter serious thought. The Redbirds are actively involved in the Community, helping many causes. We are one of the beneficiaries of the Redbirds support. They helped us get our message across to the young people of Hamilton with our "Just Say No" Poster Contest.

The Redbirds have never asked for anything in return for their help but deserve all the support they can get.

Please help the Redbirds achieve their goal so they can continue their active involvement and support in our community.

Thank you

Cathie Speakman

Cathie Speakman
O.C.A.D. Committee
Secretary

The
Optimist Clubs
of
Ancaster,
East Hamilton,
Hamilton,
Hamilton South

Chairperson
Orv Cotts

Co-Chairperson
Greg Waters

Secretary
Cathie Speakman

Treasurer
Gary Hill

Applications/ Posters
Sam Speakman

Donations
Harry Marshall

Events Co-ordinator
George Brownlie

The Corporation of The City of London
The Office of The Mayor
Tom Gosnell
Mayor

November 12, 1990

FAXED Nov. 13

Ben Liotta
General Manager
Hamilton Redbirds
Hamilton Baseball Associates Inc.
80 Ottawa Street N.
Hamilton, Ontario
L8H 3Z1

Dear Mr. Liotta:

On behalf of London City Council, let me extend our sincere best wishes to the Hamilton Redbirds in your effort to obtain an Eastern League "AA" franchise in Hamilton.

London has seen an overwhelming positive reaction to our London Tigers in the two seasons the club has called this city home. The Tigers, the Eastern League "AA" Champions for 1990, draw fans not only from our community but across Southwestern Ontario and Michigan.

This year, London had the privilege of hosting the All Star Game. It became a community event with corporate sponsors and a volunteer community based committee staging special events and a luncheon. This exciting day-long event was topped off with a capacity crowd attending the game. The game was televised live, by satellite, into the United States and the cities of many of the "AA" franchises. That type of exposure provides an incalculable amount of benefits for our community.

The positive economic impact of the team is also being felt by local souvenir and food suppliers, restaurants and hotels.

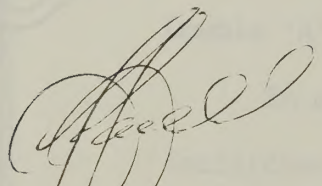
The club's success is also reflected in major renovations undertaken by the municipality at Labatt Park, the club's home. The field at Labatt Park has won an international award for excellence and the capital improvements made by the City are now being repaid under a financial agreement with the Tigers.

. . . 2

The London Tigers have won on the field, won at the box office and in the hearts of baseball fans across Southwestern Ontario. I firmly believe a Hamilton franchise would provide our club with a natural rival north of the border.

I look forward to attending your first game as a "AA" member of the Eastern League.

Sincerely,



Tom Gosnell
Mayor

:lb

Hamilton & District Baseball Association

November 6, 1990.

Mr. Robert J. Dew,
President, H.D.B.A.,
224 Bay St. S., Apt. #5,
Hamilton, Ontario,
L8P - 3J1.

Mr. Dave Cowan,
Parks Department,
Hamilton City Hall,
71 Main Street West,
Hamilton, Ontario,
L8N - 3T4.

Dear Dave:

The Hamilton & District Baseball Assn., and their Hamilton Associations fully support the Hamilton Redbirds in securing a new facility in the City of Hamilton to improve their position in obtaining a Double A franchise.

The Hamilton Redbirds since coming to Hamilton, have assisted the H.D.B.A. and their Hamilton Associations in their on-going baseball programmes for Minor Baseball.

I would appreciate any assistance in achieving this goal.

Yours in baseball,

Robert J. Dew,
President, Hamilton &
District Baseball Assn.

RJD:mw

c.c.: Ben Liotta, Hamilton Redbirds.

HAMILTON SPORTS CHALLENGERS

P.O. Box 1105, Station 'A'
Hamilton, Ontario
L8N [illegible]3

1991 01 04

Mayor Bob Morrow
c/o Hamilton City Hall
71 Main St. W.
Hamilton, Ontario
L8P 1H4

Mr. Morrow:

I would like this letter to serve as support for The Hamilton Redbird Baseball Organization in their bid to reclassify to Double A.

Ben Liotta - Redbird General Manager - is a member of our Board of Directors. The assistance and promotion of our organization by Ben has been outstanding. We have participated in a night dedicated to our organization and presently they are considering corporate sponsorship of an ultra-light wheelchair for one of our athletes.

It is encouraging to see an organization which consists predominantely of non-Hamilton residents, taking such great interest in our Community.

The Hamilton Sports Challengers are very supportive of the Redbird's bid and hope they are successful in further contributing to Hamilton's image.

Sincerely

Jerry Mays

Jerry Mays - President

/mr

January 16, 1991

Mayor Robert Morrow
City Hall
71 Main St. W.
Hamilton, Ontario
L8N 3T4

Dear Mayor Morrow:

On behalf of McDonald's Restaurants Ltd. in the Hamilton/ Stoney Creek area, I am writing you a letter of support for the possibility of a Double "A" Baseball team in Hamilton.

McDonald's has supported the Hamilton Redbirds for the past few years with Program advertising, some stadium appearances with our McDonaldland Characters and a Junior Redbird membership card promotion.

With the proposed location site of West 5th and Stonechurch Rd., it would benefit alot of our Mountain Restaurants which would entice us to possibly become more involved in local support through various promotions.

The Hamilton Redbirds over the last couple of years have pulled their attendance up with alot of local community support. With a Double "A" Baseball Team located in Hamilton, I'm sure the city will see the support grow greatly from the public and the business sector.

In closing, a pat on the back for the Redbirds and a hope for a Double "A" Baseball Team in the future for Hamilton.

Sincerely,

Trish Obermeyer

Trish Obermeyer

Community Relations Rep.
McDonald's Restaurants Ltd.
Hamilton/Stoney Creek, Ontario
387-3408

CC: Tony Tori: Hamilton Redbirds

MAY 18 1988

Appendix 3

ST. CATHARINES BLUE JAYS
BASEBALL CLUB

April 28, 1988.

Hamilton Redbirds,
c/o St. Petersburg Cardinals,
St. Petersburg, Florida
33733

Attention: Mr. Jack Tracz

Dear Mr. Tracz;

Re: Territorial Rights of the St.Catharines Blue Jays (the "Blue Jays").

Pursuant to section 10.06 of the National Association Agreement (the "Agreement"), a professional baseball franchise has territorial protection over the entire area within a thirty-five (35) mile radius of the home plate of that franchise (the "Territorial Limits"). Accordingly, as the City of Hamilton is within the Blue Jays' territorial limits, the Blue Jays have territorial rights over any franchise operating in the City of Hamilton in the same league as the Blue Jays.

The Blue Jays are prepared to waive said rights under section 10.06 of the Agreement in favour of the Hamilton Redbirds (the "Redbirds") on the following terms and conditions:

1. the Redbirds agree that pursuant to section 10.06 (b) of the Agreement, the Redbirds shall not relocate the franchise to another location in the Blue Jays' Territorial Limits without the prior consent of the Blue Jays;

2. the Redbirds agree to consent to any present or future relocation by the Blue Jays within the Redbirds' Territorial Limits, provided that such relocation is not within the City of Hamilton;

3. the Redbirds agree that the Redbirds franchise will provide John Labatt Limited with the first right of refusal for all malt beverage advertising rights within the Redbirds' home stadium and in connection with any and all malt beverage promotions or malt beverage advertising undertaken by the Redbirds; and

4. the waiver by the Blue Jays of its Territorial Rights under the Agreement shall be effective for as long as the Redbirds have a working agreement or are affiliated with the St. Louis Cardinals; provided that, if the Redbirds enter into a working agreement or affiliation with any other major league professional baseball team, the Blue Jays shall have the option to revoke this waiver, in which case the Redbirds shall as soon as possible thereafter relocate in a stadium situated beyond the Blue Jays' Territorial Limits.

If the above conditions are satisfactory, please sign below acknowledging your agreement to such conditions and return one executed copy of this letter agreement to us. This letter agreement when signed by each of the parties hereto shall be binding upon such parties in accordance with the terms outlined above.

Yours very truly,

Rick Amos
General Manager
THE ST. CATHARINES BLUE JAYS

RA:md

READ AND AGREED TO this 5th day
of May, 1988.

HAMILTON REDBIRDS

Per: Jack Tracy

MAJOR LEAGUE RULE _____

STANDARDS FOR MINOR LEAGUE PLAYING FACILITIES

(A) STANDARDS. Each Minor League Club must maintain a playing facility that complies with agreed standards. These standards are set forth in Attachment 6.

(B) MONITORING OF COMPLIANCE. The Commissioner's Office shall employ or otherwise contract for the inspectors who will monitor Minor League Clubs' compliance with the agreed playing facility standards, and who will determine the frequency and timing of their inspections.

(C) FAILURE TO MEET BALLPARK STANDARDS. The inspectors shall cite any failures to comply with the agreed standards and shall notify the President of the Minor League Association of such noncompliance. The President of the Minor League Association shall consult with the Major League Club that has a PDC with the non-complying Minor League Club, and with the Minor League Club itself, and shall then promptly notify such Minor League Club of the specific measures it must take to achieve compliance, and a timetable for achieving such compliance. Before the expiration of the required timetable, the Minor League Club may request an extension of the timetable or a variance from the required compliance measures upon a showing to the President of the Minor League Association of good cause.

If the Minor League Club fails to achieve such compliance with respect to playing field and other team facilities within the time specified and has not received a variance from such compliance, the President of the Minor League Association shall impose such punitive or remedial action against the Club, its owner, or its League as the President shall determine is appropriate under the circumstances. If after investigation the President of the Minor League Association determines that the Minor League Club has no good cause for its failure, he shall order the PDC voidable at the option of the Major League Club that is party to the PDC, and shall order the ownership of the Minor League Club to divest its interest in the franchise. In the event that there is a finding of good cause the President of the Minor League Association shall issue a timetable for compliance within the shortest possible period.

If the Major League Club that has a PDC with a Minor League Club that has been cited for noncompliance believes that the failure by the President of the Minor League Association to impose a penalty constitutes an abuse of his discretion, or that a timetable or extension for compliance or a variance given by the President of the Minor League Association constitutes an abuse of his discretion, the Major League Club may certify the dispute for appeal to the Commissioner under Article II of the PBA.

ATTACHMENT 6

FACILITY STANDARDS AND COMPLIANCE INSPECTION PROCEDURES

Standards

Unless expressed as recommendations, these facility standards are minimum requirements for all new Minor League facilities. Notwithstanding its facility's designation as a "new facility," a Minor League Club which can demonstrate that its new facility construction planning and approval process was at such a stage as of November 17, 1990 that requiring compliance with a minimum new facilities standard (other than those outlined in Sections 11, 12 and 13) will cause it to suffer a material hardship, may apply to the President of the Minor League Association for a variance from such standard. The standards outlined in Sections 11, 12 and 13 are applicable to both new and existing facilities.

New Facilities

Any facility which is scheduled for a construction starting date of January 1, 1991 or later shall be considered a "new facility." All plans for new facilities, including construction time schedules, must be submitted to field inspection personnel designated by the Commissioner's office and to the President of the Minor League Association, for review and approval by the field inspection personnel prior to the start of construction. Such review must be completed within thirty (30) days after submission or the plans shall be deemed approved. If such plans meet the standards they shall be approved.

Existing Facilities

Any facility other than a "new facility" as defined above shall be considered an "existing facility." All existing facilities must meet the standards outlined in Sections 11, 12 and 13 (playing field and other team facilities) by no later than April 1, 1994. All plans for additions, alterations or renovations of such facilities, including new turf installations, must be submitted to field inspection personnel designated by the Commissioner's office and to the President of the National Association, for review and approval by the field inspection personnel (including construction time schedules) prior to the start of construction. Such review must be completed within thirty (30) days after submission or the plans shall be deemed approved. If such plans meet the standards they shall be approved.

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SECTION 1.0 SEATING

This section establishes standards for the number, type and arrangement of seating in all facilities.

1.1 SEATING CAPACITY

Seating capacities shall be established to be appropriate for the size of the minor league club's market. Recommended minimum capacities are as listed below. All facilities shall conform with the seating grade, seating distribution and spacing requirements described in sections 1.2, 1.3 and 1.4.

1.1.1	Class AAA Capacity	10,000 seats
1.1.2	Class AA Capacity	6,000 seats
1.1.3	Class A Capacity	4,000 seats
1.1.4	Short Season Class A/Rookie	2,500 seats

1.2 GRADES OF SEATING

In order to enhance the professional atmosphere of the facility, each facility shall provide a minimum of two separate and distinct grades of seating (three separate and distinct grades are recommended). This provision is intended to designate and define general types of seating and not to define pricing or ticketing structures.

1.2.1 TYPES OF SEATING

Seating types shall be defined as in sections 1.2.2, 1.2.3, and 1.2.4.

1.2.2 BOX SEATING

Defined as Arm Chair Seats with Backs. Additional seat width and leg room is recommended, with an additional three (3) inches of tread width to be provided as compared to the tread width in the other seating areas. Following the traditional definition of box seating, it is recommended that additional access to smaller groupings of box seats be provided.

1.2.3 RESERVED SEATING

Defined as a bench with back as a minimum requirement.

1.2.4 GENERAL ADMISSION SEATING

Defined as a bench as a minimum requirement.

1.3 SEATING DISTRIBUTION

In no event shall more than 90% of the total seating capacity be General Admission seating. Recommended seating distributions are as follows.

For two grades of seating:

Box or Reserved: 25% of total capacity
General Admission: 75% of total capacity

For three grades of seating:

Box: 25% of total capacity
Reserved: 25% of total capacity
General Admission: 50% of total capacity

1.4 SEAT SPACING

The spacing and layout of all seating, aisles, vomitories, cross-aisles and concourses comprising the established exiting system shall conform to all applicable local, state and federal codes and regulations. (NFPA 101 for Assembly Occupancies shall be considered the minimum requirement if the facility does not fall under jurisdiction of other regulations.)

1.5 HANDICAPPED ACCESSIBILITY

All facilities shall comply with all applicable local, state and federal codes and regulations regarding access of Handicapped patrons and employees. (ANSI.A117-1 shall be considered the minimum requirements.)

SECTION 2.0. PUBLIC COMFORT STATIONS

This section determines and defines the number of plumbing fixtures and their arrangement at the facilities.

2.1 COMFORT STATION DISTRIBUTION

The distribution of the fixtures should be in accordance with the distribution of the seating locations and exiting system to allow minimal walking distances from all parts of the facility to public toilet facilities.

2.2 PLUMBING FIXTURES

The minimum plumbing fixture ratios shall be as follows:

Water closets	1:125 Women 1:450 Men
Lavatories (sinks)	1:150 Women 1:150 Men
Urinals	1:125 men

2.2.1 COMFORT STATION ACCESSORIES

All public restroom facilities shall provide mirrors, purse shelves (in women's), hand drying facilities and trash cans. It is recommended that a table/platform for diaper changing be located in each restroom.

2.3 HANDICAPPED ACCESSIBILITIES

All facilities shall comply with all applicable local, state and federal codes and regulations (ANSI. A117-1) It is recommended that all facilities provide a minimum of one, unisex h.c. toilet facility per level. This facility shall be similar to a residential bathroom, and allow a h.c. patron to use the facility with the assistance of his/her companion of the opposite sex.

2.4 DRINKING FOUNTAINS

All facilities shall provide drinking fountains per local, state and federal codes and regulations.

2.5 PUBLIC TELEPHONES

All facilities shall provide telephones per local, state and federal codes and regulations.

SECTION 3.0 CONCESSION AND VENDING

The following standards for Concessions and Vending are recommended for all facilities. Many of the conditions may be affected by an existing operational agreement between the facility and concessionaire. It is recommended that these standards be incorporated into any new operational agreement negotiated after the effective date of this PBA.

3.1 CONCESSION AREAS

It is recommended all facilities provide 5 lineal feet of counter space (with corresponding support space) per 350 seats in the total facility capacity. The distribution of the concession areas shall be commensurate with the distribution of the patrons to minimize walking distances. [Example: 12,000 seats/350 = 34.28 X 5' = 171 lineal feet of counter. Each stand averages 25' per stand. Therefore, a minimum of 7 stands, distributed throughout the facility are recommended.]

3.2 CONCESSION VENDORS

If concession vendors are provided at the facility, the following ratios are recommended: one vendor per 350 seats, with 15 sq.ft. of vending commissary space for each vendor separate from the concession areas.

3.3 CONCESSION COMPLIANCE/CODES AND REGULATIONS

Concessionaires are responsible for compliance with all local, state and federal regulations in regard to Health Standards, Fire Department regulations, power, exhaust and ventilation requirements. The agreement between the facility and concessionaire shall define which party is responsible for required modifications.

3.4 CONCESSION STORAGE AND NOVELTY STANDS

The following standards shall be minimum requirements.

3.4.1 CONCESSION STORAGE

All facilities shall provide adequate storage for concession inventory. It is recommended that the storage area be of such size to store the inventory necessary to stage the number of games in an average home stand. In the Agreement between the facility and the concessionaire, the concessionaire shall provide empirical data to determine the required amount of storage space.

3.4.2 NOVELTY STANDS

Any provided novelty stand(s) acting as a sales point for retail sales shall present products in a professional manner commensurate with a standard retail sales areas.

SECTION 4.0 MISCELLANEOUS PUBLIC AREAS

4.1 STADIUM CLUB/RESTAURANT/BANQUET FACILITY

This type of facility shall be optional.

4.2 PICNIC/BEER GARDEN FACILITY

This type of facility shall be optional.

4.3 FAMILY RECREATION AREA

This type of facility shall be optional.

SECTION 5.0 TICKET WINDOWS AND ENTRY TURNSTILES

The following Sections 5.1.1, 5.2.1, and 5.3.1 shall be minimum requirements.

5.1 TICKET WINDOWS

All facilities shall provide one (1) ticket window for each 1500 seats of total capacity.

5.2 TURNSTILES/ENTRY POSITIONS

All facilities shall provide one (1) turnstile or equivalent entry position (minimum of 30" wide) for each 1500 seats of total capacity.

5.3 HANDICAPPED ACCESSIBILITY

All facilities shall provide access per all applicable local, state and federal codes and regulations to all public and private areas of the facility. (ANSI A117.1)

SECTION 6.0 SECURITY AND FIRST AID

6.1 SECURITY COMMAND POST

All facilities shall provide a "command post" for event security forces, centrally located with provisions for removing unruly patrons from the facility.

6.2 FIRST AID STATION

All facilities shall provide a first aid station during all events. It is recommended that certified medical personnel staff the station at all events.

SECTION 7.0 PARKING AND FACILITY ACCESS

The following Sections 7.1.1, 7.2.1 and 7.3.1 shall be applicable to all facilities.

7.1 PARKING SPACES

It is recommended all facilities shall provide public parking spaces at a ratio of 1 space per 3 seats of total capacity. Such parking spaces shall be on-site or within a 10 minute (1/2 mile) walking distance of the stadium.

7.2 ACCESS AND CONTROL

All facilities shall coordinate with local law enforcement officials to provide controlled on-site traffic access, so as to promote a safe and trouble-free access environment.

7.3 HANDICAPPED PARKING

All facilities shall conform with all applicable local, state and federal regulations.

SECTION 8.0 SOUND SYSTEM AND SCOREBOARD

8.1 SOUND SYSTEM

All facilities shall provide an acoustically balanced sound system integrated with the capacity to deliver clear audio messages to the press box, concourses and all public areas within the facility.

8.2 SCOREBOARD

All facilities shall provide a scoreboard that provides the following as minimum requirements. All scoreboard characters are to be large enough to be seen throughout the facility.

Line Score
Ball-Strike-Out
Player at Bat

8.3 SCOREBOARD LOCATION

No part of any scoreboard and/or associated lighted advertising panels may be located within 50' of the center line of the playing field.

8.4 CLOCK

All facilities shall provide a time of day clock which will be in full view of all field personnel from the beginning of batting practice through the close of each game.

SECTION 9.0 MEDIA FACILITIES

9.1 PRESS PARKING AND ACCESS

It is recommended all facilities provide a parking area for all members of the media with direct access to the facility. It is also recommended parking be provided for television vans and broadcast trucks.

9.2 PUBLIC ADDRESS/SCOREBOARD PERSONNEL

All facilities shall provide space in the press box for the public address announcer and scoreboard operator(s). It is recommended the PA/scoreboard area have a minimum of 50 sq. ft. of floor space in addition to the floor space required for the scoreboard equipment.

9.3 RADIO BROADCAST BOOTHS

It is recommended all facilities provide two (2) radio broadcast booths (home and visitor) that provide a direct view

of the entire field and facilitate the broadcast of the game. Each shall provide counters, chairs, power, lighting and telephone jack.

9.4 TELEVISION BROADCAST AND CAMERA BOOTH

It is recommended all facilities provide a spare broadcast/camera booth available for local television broadcasts and local television media. The booth should have a direct view of the entire field with operable windows or closures.

9.5 PRINT MEDIA AREA

It is recommended all facilities provide a separate area for 6 to 10 members of the print media with a direct view of the entire field. Counter, chairs, power, lighting and telephone jack shall be provided.

9.6 MEDIA TOILET FACILITIES

It is recommended all facilities provide media restroom facilities separate from public restrooms, located with direct access to the press box.

9.7 MEDIA WORKROOM/LOUNGE

This type of facility shall be optional.

9.8 HANDICAPPED ACCESSIBILITY TO PRESS BOX

Facilities shall conform to all applicable local, state and federal codes and regulations for accessibility to the press box. (ANSI-A117.1)

SECTION 10.0 ADMINISTRATION AREA

10.1 FACILITY ADMINISTRATION AREA

It is recommended all facilities provide administrative space of 250-300 sq. ft. per person for facility and maintenance operations with separate toilet facilities directly adjacent.

10.2 STADIUM PERSONNEL DRESSING/LOCKER FACILITIES

It is recommended all facilities provide separate dressing/locker facilities (separate for each sex) for all maintenance and event employees (including concession personnel) separate from the public.

10.2.1 STADIUM PERSONNEL TOILET FACILITIES

It is recommended all facilities provide toilet facilities for stadium personnel separate from the public. Direct access to personnel locker rooms is desirable.

0.3 TEAM ADMINISTRATION AREA

If the tenant team has a permanent administration area away from the facility, an on-site game day team administration area must be provided. If the team's permanent administration area is at the facility, it is recommended the area provide 250-300 sq. ft. per person for team operations with adjacent toilet facilities.

SECTION 11.0 TEAM FACILITIES

The following shall be minimum requirements.

11.1 HOME CLUBHOUSE/DRESSING AREA

The number of lockers provided shall be at least five more than the club's active player limit for their classification of play. The minimum of size of each locker shall be 24" w x 72" h (36" w x 72" h is recommended). A lockable storage compartment is recommended for each locker.

Minimum floorspace requirements for the team dressing area shall be as follows:

New facility: 1,000 sq. ft.

Existing facility: 800 sq. ft. (1,000 sq. ft. is recommended)

11.2 SHOWER AND TOILET FACILITIES

All facilities shall provide separate shower, drying and toilet areas with the following minimum fixture counts:

New facility:	shower heads: 8 (10 recommended) water closets: 2 urinals: 2 lavoratories: 4 (8 recommended)
Existing facilities:	shower heads: 6 (8 recommended) water closets: 2 urinals: 2 lavatories: 2 (4 recommended)

11.3 TRAINING ROOM

All new facilities shall provide a separate training room of not less than 300 sq. ft. divided into three areas: treatment, whirlpool and rehabilitation. The training room shall have space for 1 or 2 treatment tables, a minimum of 2 whirlpools, hydroculator, scale, stationary bicycle, ice machine and an area for 2 or 3 pieces of rehabilitation/weight equipment. The training room shall contain a lockable storage area for training supplies. It is recommended that additional space be provided for a separate office/dressing area for the trainer and team physician. It is also recommended that a valuable storage box be installed in the training room.

All existing facilities shall comply with the above paragraph, with the exception that the minimum square footage requirement shall be 175 sq. ft. (300 sq. ft. is recommended).

11.4 TEAM LAUNDRY FACILITY

All facilities shall provide commercial quality laundry facilities (washer and dryer) for the home team to provide daily washing capability. This room may be combined with the Team Equipment Room.

11.5 TEAM EQUIPMENT ROOM

All facilities shall provide adequate lockable equipment storage space (minimum of 300 sq. ft. in a new facility) contiguous with the clubhouse.

11.6 COACHES LOCKERS

All new facilities shall provide a minimum of 4 coaches lockers (6 are recommended) in addition to the players lockers. It is recommended these lockers shall be in a separate area from the players lockers. Locker size and floor space requirements (per capita) shall be the same as in the players dressing area.

Existing facilities shall comply with the above paragraph, with the exception that a minimum of 3 coaches lockers are to be provided.

11.7 FIELD MANAGER'S OFFICE

All facilities shall provide a field manager's office with direct access to the home clubhouse. It shall include a separate toilet, shower and dressing area, along with a desk and adequate meeting space for 6-8 persons. At existing facilities the separate toilet, shower and dressing area is recommended and not required.

11.8 VISITORS CLUBHOUSE/DRESSING AREA

The number of lockers provided shall be at least three more than the club's active player limit for their classification of play. Minimum floor space requirements shall be as follows:

New facility: 750 sq. ft.
Existing facility: 500 sq. ft (750 sq. ft. is recommended)

11.9 VISITORS SHOWER AND TOILET FACILITIES

All facilities shall provide separate shower, drying and toilet facilities with minimum fixture counts as follows:

New facility:	showers heads:	6 (8 recommended)
	water closets:	2
	urinals:	2
	lavatories:	4
Existing facility:	shower heads:	4 (8 recommended)
	water closets:	2
	urinals:	2
	lavatories:	2 (4 recommended)

11.10 VISITORS TRAINING ROOM

All new facilities shall provide a separate training room (minimum of 150 sq. ft.) with space for one training table and one whirlpool. In existing facilities, this area may be integrated into the players' dressing area, provided that the dressing area is at least 650 sq. ft.

11.11 VISITING FIELD MANAGER'S OFFICE

All facilities shall provide a separate office for the visiting field manager. It shall include a separate toilet, shower and dressing area, along with a desk and adequate meeting space for 2-4 people. At existing facilities, the separate toilet, shower and dressing area is recommended and not required.

11.12 TEAM STORAGE (MAJOR LEAGUE PARENT TEAM)

It is recommended that all facilities provide a minimum of 300 sq. ft. of lockable team storage, separate from other team storage, with year round access only to the major league team.

11.13 UMPIRE FACILITIES

All facilities shall provide a private dressing, shower, and toilet facility for umpires. This area shall

provide enough lockers (each a minimum of 36" w x 72" h) to accommodate the number of umpires typically assigned to work in the applicable classification of play. In new facilities, this area shall be a minimum of 200 sq. ft.

11.14 FIELD/DUGOUT ACCESS

It is required that all new facilities and recommended that all existing facilities provide a direct access route to the dugout/playing field. Similar access is to be provided for the umpires.

11.15 PLAYER PARKING

It is recommended that all facilities designate a parking area with clubhouse access for players and other uniformed team personnel.

11.16 HITTING/PITCHING TUNNELS

It is recommended that all facilities provide 2 covered tunnels for players to practice hitting and pitching in an enclosed environment. If provided, these tunnels should be reasonably close to the home clubhouse with minimal public access.

11.17 PRE- AND POST-GAME WAITING AREA

It is recommended that all facilities provide a pre-game and post-game waiting area for families of players and other uniformed personnel.

SECTION 12.0 PLAYING FIELD

12.1 FIELD DIMENSIONS

Layouts of all new fields (and modifications to existing fields) shall be submitted for approval by the parent Major League club and the National Association club. All field dimensions shall comply with the minimum dimensions specified in Section 1.04 of the Official Baseball Rules.

12.2 PLAYING SURFACE

All facilities shall provide a field surface (natural or synthetic) without major defects and/or "trip-hazards" that could affect the normal play of the game. Warning track material shall identify all zones within 15' of all walls and fences. This warning track must be of a material to provide visual and tactile notice of a significant change in surface type.

12.3 FIELD GRADE

The maximum allowable grade from the base of the pitcher's mound to the warning track in foul territory shall be 6". The maximum allowable grade from second base to the outfield warning track shall be 20".

12.4 FIELD WALL

The permanent outfield wall or fence in all new facilities shall be a minimum of 8' high.

12.5 BULLPENS

All facilities must provide a bullpen area for each team. These areas may be located in foul territory down the baselines or just immediately outside the field wall. Each must be visible to both dugouts and to the press box. Each shall have two regulation pitching mounds and home plates, adequate distance and clearance for each pitcher and catcher, and a bench for 10 players. If the bullpens are in foul ball areas, care shall be taken to integrate the slope of the pitcher's mound into the field so as not to create a trip hazard for fielders as they approach the bullpen. It is recommended that all facilities have phones connecting the bullpens to the dugouts.

12.6 DUGOUTS

All facilities must provide two enclosed dugouts (home and visitor). Each dugout in a new facility must accommodate 25-30 uniformed personnel on a bench with seatback. Each dugout in an existing facility shall accommodate 20-25 uniformed personnel. Each dugout must have a helmet rack for a minimum of 15 helmets and a bat rack for a minimum of 30 bats. It is recommended that a bat swing/storage area be directly accessible to each dugout. It is recommended that each dugout include a refrigerated water cooler (drinking fountain) and provide direct access to a restroom. It is recommended that all facilities have telephones connecting the dugouts to the bullpens and to the press box. All dugouts shall provide as feasible an anti-skid surface as possible on steps and walkways.

12.7 FIELD EQUIPMENT

All facilities shall provide the following field equipment. Examples given shall serve as guidelines for equipment quality, and the equipment provided shall meet or exceed the examples specified.

12.7.1 BATTING CAGE

All facilities shall provide a full cover batting cage. New batting cages shall have minimum dimensions of 18' wide, 14' deep and 9' high. It is recommended that the cage be portable and made of an aluminum frame to provide maximum maintainability. Existing batting cages not meeting the above standards may be approved by the parent Major League club.

12.7.2 FIELD SCREENS

All facilities shall provide a pitching screen, first base screen, 2nd base/double play screen, and a shag protector screen. New screens shall have the following minimum dimensions:

Pitching Screen - 7' h x 8' w with 4' x 4' notch in upper corner.

Double play screen: 7' h x 14' w with hinged wings.

First base and shag protector screens - 7' h x 8' w.

All existing screens not meeting the above standards may be approved by the parent Major League club.

Periodic checks of the batting cage and all screens shall be performed to verify frame and net integrity.

12.7.3 BATTER'S EYE

All facilities shall provide a solid monochromatic batter's eye with minimum dimensions of 16' high and 40' wide centered in the outfield. If a centerfield camera is integrated into the batter's eye, it must be the same color as the batter's eye. It is recommended that all new facilities provide a batter's eye with minimum dimensions of 40' high and 80' wide.

12.7.4 FOUL POLES

All facilities shall provide two foul poles of a bright color which are a minimum of 30' high (45' is recommended) with a screen to the fair side of the pole. No white signs shall be allowed immediately adjacent to each side of the foul pole.

12.7.5 FLAG POLE

All facilities shall provide a flag pole for the United States Flag or Canadian Flag in clear view of the entire seating bowl.

12.8 FIELD LIGHTING

All new lighting systems shall maintain the following minimum brightness requirements after 100 hours of burning:

Class AAA and Class AA: 100 fc average in infield/70 fc average in outfield.

Class A and Rookie: 70 fc average in infield/50 fc average in outfield.

The height and location of poles in all new lighting systems shall following IES standards. [See Exhibit A].

All existing lighting systems shall maintain the following brightness requirements:

Class AAA and Class AA: 70 fc average in infield/50 fc average in outfield.

Class A and Rookie: 60 fc average in infield/40 fc average in outfield.

All lighting systems shall operate with a maximum variance ratio of 1.2/1 in the infield and 2/1 in the outfield. The variance ratios shall be computed by comparing the highest and lowest footcandle readings in the infield and the outfield.

12.9 BATTING CAGE GATE

All new facilities shall provide a gate large enough to allow the batting cage to be freely taken to and from the playing field.

12.10 BACKSTOP

All facilities shall provide a backstop behind home plate. The configuration and dimensions shall vary due to sight-lines for the press box and insurance requirements for the facility. Periodic inspections shall be performed to insure the integrity of the backstop.

12.11 PLAYING FIELD TARPS

All Class AAA, Class AA and full season Class A facilities shall provide a full infield tarp and pitcher's mound, home plate, base pit, and bullpen tarps, except that this requirement may be waived by the President of the Minor League Association in the event that the facility is located in an area that does not experience sufficient rainfall to justify the expense of tarps. The tarps shall be oversized to prevent water from running under the edge to a dirt area. The tarps

shall be stored in an easily accessible location but in a way not to create a safety hazard on the playing field. Each facility is required to provide adequate manpower to operate the placement and/or removal of the tarps.

SECTION 13.0 MAINTENANCE

This section outlines requirements and recommendations for overall maintenance of the facility and playing field in a professional manner.

13.1 FACILITY MAINTENANCE AND CLEANLINESS

Each facility shall develop a maintenance program (both short-term and long-term) for use by its maintenance personnel. All public areas shall be completely free of trash and rubbish at the opening of each event, and stadium personnel shall be responsible for cleanliness during the event.

Each facility shall follow its maintenance program for interior repairs and touch-ups to maintain the professional atmosphere of the facility. Long-term maintenance shall be ongoing in order to deter major facility problems and to minimize potential disruptions to the public.

13.2 FIELD MAINTENANCE

The playing field shall be maintained at the highest possible professional level. Every reasonable effort shall be made to insure the safety of the players and the smooth play of the game. The facility shall follow professional grounds-keeping practices and shall utilize proper maintenance equipment. Nail-drags, screens, tampers and rakes are recommended to maintain all dirt areas. Proper turf care equipment (mowers, tractors, etc.) shall be used, and an appropriate maintenance plan shall be developed and followed to care for the playing field.

13.2.1 PLAYING FIELD RECONDITIONING

The pitcher's mound and base pit areas shall be reconditioned prior to each game through the use of clay materials and tampers.

13.2.2 FIELD MAINTENANCE MATERIALS

All facilities are required to have a sufficient amount of drying material on hand at all times for reconditioning the infield. A chemical drying agent and/or calsonite clay may be used in combination with sand to stabilize areas affected by excessive moisture. Sand may not be the sole drying agent.

13.2.3 LAYOUT OF PLAYING FIELD

The entire playing field shall be laid out to coincide with the provisions of Sections 1.04 through 1.08 of the Official Baseball Rules.

13.2.4 IRRIGATION SYSTEM

All new facilities shall provide a full field irrigation system as well as water lines 1 1/2" or larger behind both home plate and second base for watering the infield grass and base pit areas. It is recommended that a series of water outlets 1" or larger be distributed around the playing field in order to water the field if the irrigation system should become inoperable. It is recommended that a full-field irrigation system be provided at all existing facilities.

13.2.5 FIELD DRAINAGE SYSTEM

All new facilities shall provide an underfield drainage system integrated into the subbase of the turf (natural or synthetic) surface. This system shall be a system of a drain tile fields in a porous collection bed (or similar system) below the turf base.

It is recommended an optimal slope of .5% be maintained from the base of the pitcher's mound to the baselines and from second base to the outfield warning track.

6015H

Appendix 5

J Cushing

ACS 1990/044(1211)

CITY COUNCIL MEETING — IN COUNCIL — JULY 4, 1990

ITEM 1 - REF. ACS1990/1211-044 — DEALT WITH AS FOLLOWS:

TI-PURPOSE RECREATIONAL COMPLEX - COVENTRY ROAD SITE

15/5. MOVED BY ALDERMAN HOLMES, SECONDED BY ALDERMAN JANIGAN, THAT THE DEVELOPMENT MANAGEMENT GROUP REFERRED TO IN DOCUMENT 3, REPORT THROUGH THE DEPARTMENT OF RECREATION AND CULTURE TO THE POLICY, PRIORITIES AND BUDGETING COMMITTEE AND TO CITY COUNCIL AND THAT THE TERMS OF REFERENCE FOR THE DEVELOPMENT MANAGEMENT GROUP BE APPROVED BY THE POLICY, PRIORITIES AND BUDGETING COMMITTEE AND CITY COUNCIL. - CARRIED.

NOTE: ALDERMAN KEHOE INFERRED MAYOR DURRELL WAS PUSHING FOR TRIPLE "A" BASEBALL TO SATISFY HIS EGO. THE MAYOR RULED ALDERMAN KEHOE'S REMARKS OUT OF ORDER AND REQUESTED THAT HE APOLOGIZE OR LEAVE COUNCIL. ALDERMAN KEHOE REFUSED TO APOLOGIZE AND LEFT COUNCIL AT 4:30 P.M.

THE ITEM, AS AMENDED, CARRIED ON THE FOLLOWING DIVISION:

YEAS: ALDERMEN JANIGAN, KELLY, SMYTH, KENT, HOLZMAN, JONES, BROWN, MALONEY, FISHER, O'NEILL, LAVIOLETTE, MCSWEENEY AND MAYOR DURRELL. - 13.

NAYS: ALDERMEN SMITH AND HOLMES. - 2.

CITY OF OTTAWA/VILLE D'OTTAWA

From/De: Department of Recreation and Culture

Ref.: ACS1990/1211-044 RC1D0215-4

Policy Action
Exécution politique

Date:
June 15, 1990

Ward/Quartier
Overbrook-Forbes

[1] Community Services and Operations Committee/Comité des services communautaires et des opérations

[2] Policy, Priorities and Budgeting Committee/Comité des politiques, des priorités et des budgets

[3] City Council
Conseil municipal

SUBJECT/OBJET

1. Multi-Purpose Recreational Complex - Coventry Road Site

Centre récréatif polyvalent - Terrain du chemin Coventry RRS3008/0102

RECOMMENDATIONS

1. That the Coventry Road Site be approved as the primary location for the Multi-Purpose Recreational Complex as illustrated in Documents 1 and 2.

2. That Section B (Implementation and Fund Raising) of the previously presented Triple "A" Baseball report (Reference No. 1211-082/89) as shown in Document 3 be implemented, with the exception of Section B6 (c), in order to undertake Phase 3 (Programming) of the Multi-Purpose Recreational Complex.

3. That the following actions be initiated with the Coventry Road Site:

   (a) The implementation flow chart in Document 4 (Normal Process), and Document 5 (Fast-Track Process) for the multi-purpose recreational complex be used as a guideline and revised accordingly depending on the acquisition and/or expansion date of a Triple "A" Baseball franchise.

   (b) The Department of Planning and Development initiate a process to develop a sectoral land use plan and appropriate zoning. This planning process should address such issues as:

   - transportation;
   - parking;
   - environmental concerns;
   - public participation;
   - zoning.

(c) The programme outlined in Section B4 of the previously presented Triple "A" Baseball report as shown in Document 3 include artificial turf as per City Council's direction on December 6, 1989, and that this revised programme be provided within a Budget Envelope of $21.2 million (in 1991 estimated costs) as shown in Document 6.

In order to realize the requested funding, the following targets are recommended and are indicated in detail in the Financial Comment, and Document 7.

(1) $800,000 in City funds for the initial outlay for the Development Management Group to implement the project.

(2) $3.2 million in City funds for the construction of the project.

With respect to (1) and (2) above, that assurances be provided by the principal tenant, in the form of guarantees from a financial institution, that the principal sum of $4 million contributed from the Capital Budget, in the form of debentures, be fully recovered over a period not to exceed 15 years.

(3) $4.0 million from other levels of government.

(4) $13.2 million from the private sector.

D.M. Gamble,
Commissioner of
Recreation and Culture.

JLC:mo'd-8/*RC2A9055

EXECUTIVE REPORT

On December 6th and 20th, 1989, City Council considered the Triple "A" Baseball report with some amendments. The sites as proposed at the time - Bayview and Rideau River Park - were not acceptable to City Council, and therefore the item was not approved. For the information of Council, the motions and amendments carried were as follows:

1) Various reports and studies were received;

2) Artificial turf was to be considered as an integral part of a Triple "A" facility to be paid for by the private sector;

3) Assurances be provided by the principal tenant, in the form of guarantees from a financial institution, that the principal sum of $4 million contributed from the Capital Budget, in the form of debentures, be fully recovered over a period not to exceed 15 years.

4) The Implementation and Fund Raising Section was approved with the amendment that the $1.3 million requested for the Development Management Group be reduced to $800,000 to cover Phase 3 - Programming.

In light of these motions and amendments and the expressions of Council that having Triple "A" Baseball in Ottawa would be beneficial, and given that a new site has been identified and deemed feasible, the Department feels it is reasonable to bring the item back to Council in light of the new information regarding the potential of a new site. Outside of the new site, the various parameters to develop a multi-purpose recreational complex at this site still remain - the need to hire a Development Management Group; the need for detail site studies; the various components for a 10,000 seat baseball stadium; and the costs in 1991 dollars.

The only parameter that may change is the timing of implementation, as revised and shown on Documents 4 and 5.

REASONS BEHIND RECOMMENDATIONS

The proposed site at Coventry Road (Recommendation 1) is large enough to accommodate a complex for a 10,000 seat baseball stadium. Depending on property setbacks, the stadium dimensions and orientation may be altered somewhat.

There should be enough parking for a minimum of 1,100 vehicles. For a facility of this size, parking for 1,700 cars would be the ideal. However, additional shared parking may be possible in a proposed office development across Coventry Road to the east of Fire Station No. 13.

Discussions and negotiations between the City and the Federal Government (Public Works Canada and the National Capital Commission) have taken place in the past six weeks with respect to the availability of the subject lands, and the exchange of lands and services. The results of these negotiations are presented in a separate report by the Department of Housing and Property.

To implement a multi-purpose recreational complex at the Coventry Road Site will require a timely approach to co-ordinate the intricate planning, design, fundraising and construction to ensure that the recreational complex would be completed by 1992. The Department is presenting the approach of hiring a Development Management Group, essentially a group of professional firms, that would operate at arm's length to the City to implement the project. (Recommendation 2)

The Development Management Group would do the initial planning, programming, site specific studies, architectural design/drawings and fundraising, and this should be completed early in 1991. The Development Management Group would have to work hand-in-hand with the Department of Planning and Development who would be responsible for the sectoral land use plan, the re-zoning, and public participation. (Recommendation 3 (b))

In terms of timing, a revised implementation flow chart is outlined in Documents 4 and 5. This will have to be examined by the Development Management Group as to which one would be feasible. Certainly, the timing for re-zoning and for fundraising would be the key parameters to the critical path. (Recommendation 3 (a))

The funding scenario as presented in Recommendation 3 (c) is basically the same as presented before with the following revisions.

(a) The Budget Envelope for the recreational complex has increased to $21.2 million to include artifical turf, and parking.

(b) The City's contribution of $4.0 million towards this project is based that it will be fully recoverable from operating revenues of the complex. This is further supported by financial assurances made by the principal tenant in December 1989, to guarantee the City's investment, as approved by City Council December 6, 1989.

(c) The City would contribute an initial $800,000 to initiate Phase 3 - Programming. This money is required to undertake detail site studies, get the fundraising ongoing and committed, and do architectural and working drawings and contractual documents. This would be considered the only risk capital if City Council decided for whatever reason not to proceed with the construction of the complex.

(d) The private sector contribution has been increased to $13.2 million which includes artificial turf and parking.

(e) The cost provisions for parking are based on 1,100 parking spaces. However, further design work and negotiations will be required on the number of spaces and control of the parking area.

IMPACTS

As stated in the previous report in Document 3, with any site, there are certain impacts of a major multi-purpose recreational complex of this type. The ones that are most critical are traffic and noise. Both of these will be analysed in detail as part of Phase 3 - Programming.

These impacts will have been discussed with the adjacent community in Overbrook on June 18, 1990. Further meetings will take place with the community as more information is gathered from the detail studies.

COST ANALYSIS OF RECOMMENDATIONS

As explained above, the City's contribution of $4.0 million would be recovered through operating revenues of the recreational complex over a period of 15 years, such amount being guaranteed by the principal tenant, namely the Triple "A" baseball franchise owner.

An operating agreement with the principal tenant would be worked out prior to a decision being made to proceed to Phase 4 - Construction. This agreement would indicate the proportion of revenues from parking, ticket sales, souvenirs, and concessions that would be attributed to the City and to the principal tenant.

Essentially, the City's $4.0 million contribution would cause debt charges of $588,000/year for 15 years assuming a 12% interest rate.

On the other side of the coin, by having such a recreational complex, and given the wide interest of baseball of the general public in Ottawa and beyond Ottawa, it is estimated that the complex would have an economic spinoff to the local economy of $8-12 million annually.

Also given that Ottawa would have direct links with baseball franchises with cities of similar size in the United States, there may be long-term economic benefits to the City with respect to business and economic development.

FINANCIAL COMMENT:
Recommendation 1 :
A separate report will be forthcoming to Council dealing with the land issue.

Recommendation 3:
City Council approval of this recommendation will require the provision of the following funds in the 1990-1995 Capital Expenditure Program:

Project/Year	Gross	SOURCE OF FUNDS Amount	Type
1990			
Development Management Group	800	800	Deb.
1991			
Development Management Group	1,200	1,200	P/Org.
Recreation Facility - Const.	13,900	3,200	Deb.
		4,000	Gov't
		6,700	P/Org.
Artificial Turf	2,700	2,700	P/Org.
Parking Facility	2,600	2,600	P/Org.
Total	21,200	21,200	

An application will be made to the Ontario Municipal Board for supplementary quota in the amount of $800,000 for project 212-1172-90-1003 Triple "A" Baseball Development Management Group.

The recovery of the City's $4,000,000 contribution to the project will be based on an agreed upon repayment schedule which would involve the timely repayment of principal and interest. The interest rate will be the rate associated with the issued debentures.

Multi-purpose Recreation Complex Operating Statement
A number of assumptions were made in the preparation of the Operating Income Statement found in Document 8. Based on these assumptions, the following table details a proforma statement for the operations of the facility at a number of levels of attendance.

	Average Attendance					
	1000	2000	3000	3850	4500	7000
OPERATING REVENUES						
Sales	400,000	800,000	1,200,000	1,540,000	1,800,000	2,800,000
Parking	35,600	71,100	106,700	136,900	160,000	248,900
Concessions	720,000	1,040,000	1,360,000	1,632,000	1,840,000	2,880,000
Rest./Lounge	105,700	152,600	199,600	239,500	270,000	422,600
Advertising	500,000	500,000	500,000	500,000	500,000	500,000
Souvenirs	78,300	113,000	147,800	177,400	200,000	313,000
Skybox lease	140,000	140,000	140,000	140,000	140,000	140,000
Other Entertainment	200,000	200,000	200,000	200,000	200,000	200,000
Total	2,179,600	3,016,700	3,854,100	4,565,800	5,110,000	7,504,500
OPERATING EXPENSES						
Concessions	430,400	621,700	813,000	975,700	1,100,000	1,721,700
Parking	35,600	71,100	106,700	136,900	160,000	248,900
Fixed Costs *	3,453,000	3,453,000	3,453,000	3,453,000	3,453,000	3,453,000
Total	3,919,000	4,145,800	4,372,700	4,565,600	4,713,000	5,423,600
Surplus/(Deficit)	(1,739,400)	(1,129,100)	(518,600)	200	397,000	2,080,900

* Includes debt servicing costs of $588,000 and baseball costs of $2,000,000.

Based on the assumptions used, the Multi-purpose Recreation Facility would break even at a baseball average attendance per game of 3,850 patrons.

Parking Operations

The report indicates that the parking will be provided by the private sector.

Commissioner of Finance
RPK 2/11/89

DISPOSITION

Recommendations 1, 2, 3 (a) Department of Recreation and Culture.
Recommendation 3 (c) Department of Finance.
Recommendation 3 (b) Department of Planning and Development.

LIST OF SUPPORTING DOCUMENTATION

Document 1 Multi-Purpose Recreational Complex - Coventry Road Site (Regional Context).
Document 2 Multi-Purpose Recreational Complex - Coventry Road Site: Conceptual Plan.
Document 3 Section B - Implementation and Fund Raising (Excerpt from the report, "Triple "A" Baseball - Market Study, Detailed Site Analysis, Costs, and Financial Strategy," (Reference No.: 1211-082/89), November 1989).
Document 4 Implementation Flow Chart for the Construction of the Multi-Purpose Recreational Complex - Coventry Road Site (Normal Process).
Document 5 Implementation Flow Chart for the Construction of the Multi-Purpose Recreational Complex - Coventry Road Site (Fast-Track Process).
Document 6 Multi-Purpose Recreational Complex - Proposed Estimated Construction Costs (1991) at Coventry Road Site.
Document 7 Multi-Purpose Recreational Complex - Funding Scenario at Coventry Road Site.
Document 8 Table 3: Multi-Purpose Recreational Complex - Base Estimated Costs (1991) (Excerpt from "The Prospectus for a Multi-Purpose Recreational Complex in Ottawa of Baseball, Other Sports and Entertainment, October 1989).
Document 9 Multi-Purpose Recreational Complex - Example of Projected Annual Operating Costs/Revenues.
Document 10 Coventry Road Site - Fact Sheet.
Document 11 Compatibility with Public Participation Policy.
Document 12 Input from Other Departments and Government Sources.

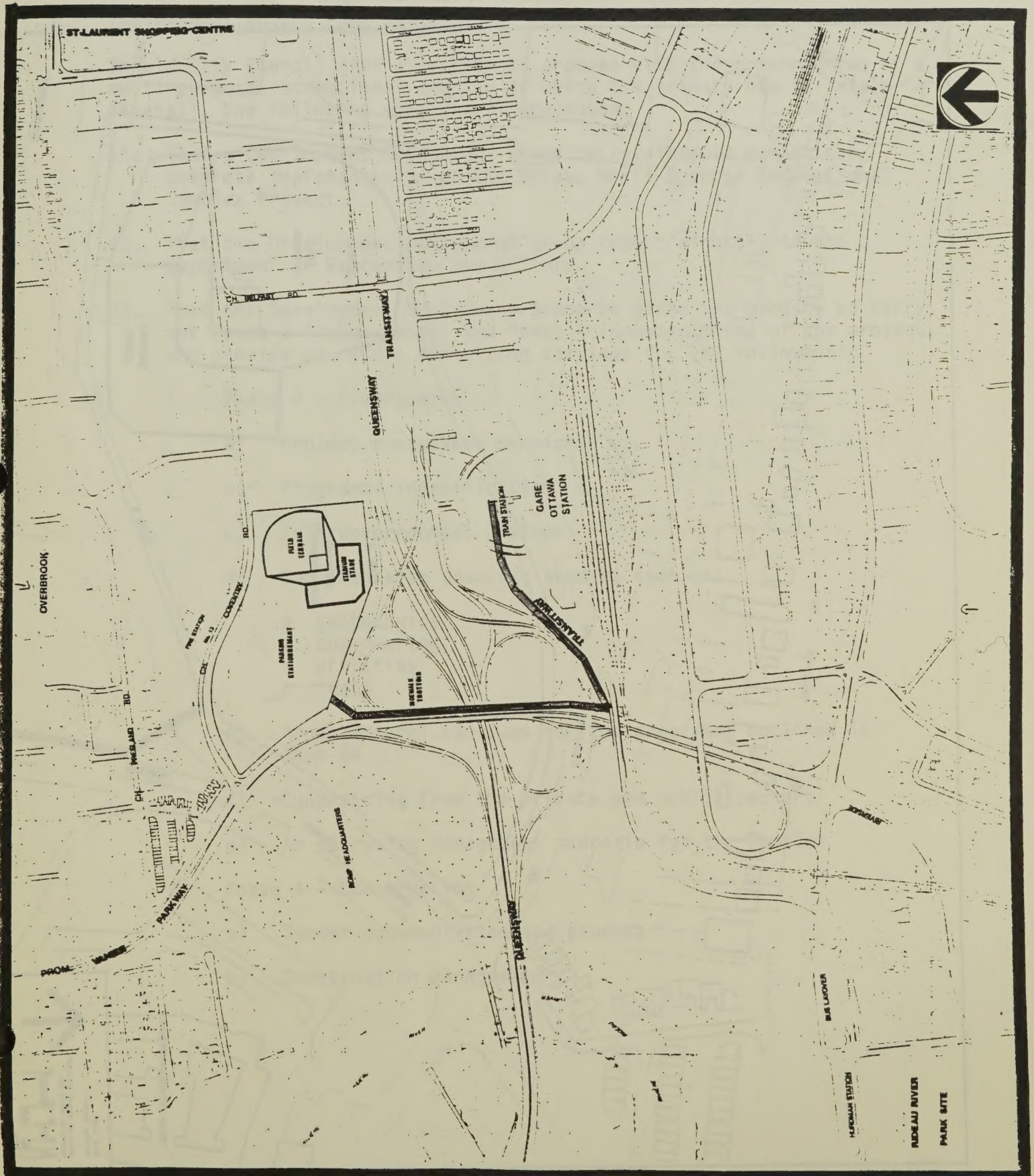
Filed with the City Clerk

Document 13 Council Minutes - December 20, 1989.
Document 14 Council Minutes - December 6, 1989.
Document 15 Triple "A" Baseball - Market Study, Detailed Site Analysis, Costs and Financial Strategy (Reference No.: 1211-082/89).

SUPPORTING INFORMATION

Document 1

MULTI-PURPOSE RECREATIONAL COMPLEX -
COVENTRY ROAD SITE (REGIONAL CONTEXT)

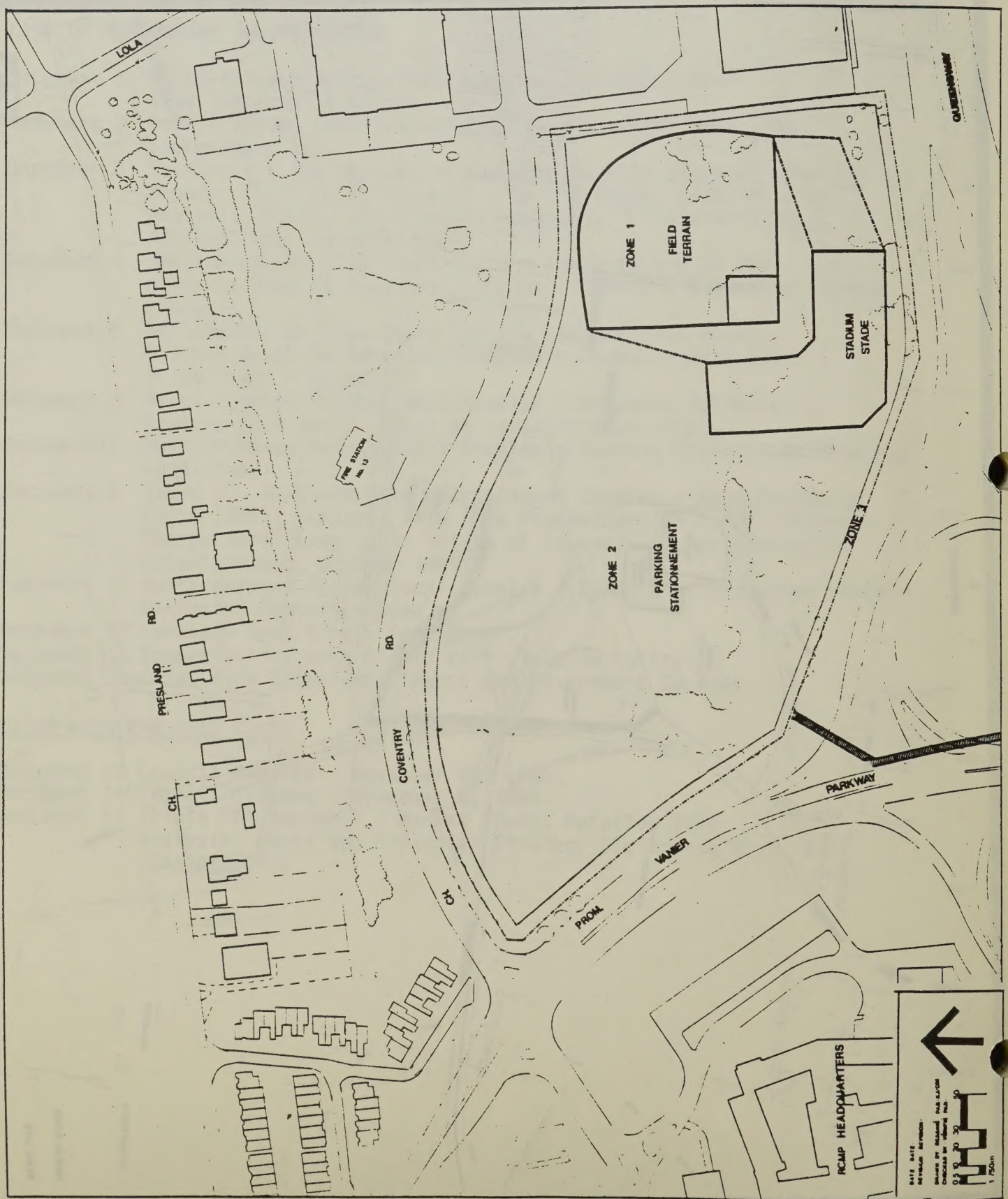


PART II

SUPPORTING INFORMATION

Document 2

MULTI-PURPOSE RECREATIONAL COMPLEX -
COVENTRY ROAD SITE - CONCEPTUAL PLAN



PART II
(PORTING INFORMATION

Document 3

Section B - Implementation and Fund Raising (Excerpt from the report, "Triple "A" Baseball - Market Study, Detailed Site Analysis, Costs, and Financial Strategy," (Reference No.: 1211-082/89), November 1989).

B. Implementation and Fund Raising

Should City Council give direction to proceed with the construction of a multi-purpose recreational complex of which the primary use is Triple "A" Baseball, the following scenario is presented:

B1. That a Development Management Group be retained to manage the complete implementation of the Ottawa Multi-Purpose Recreational Complex Project.

B2. That the Development Management Group report directly to the Department of Recreation and Culture.

B3. That the Development Management Group be given the mandate to carry out Phase 3 (Programming) and Phase 4 (Construction) of the project, and provide or retain consulting services for the following:

1. Phase 3 - Programming

a) Project management services

b) Programme identification

c) Intergovernmental Liaison

d) Required site specific studies such as:

- o geotechnical
- o engineering
- o utilities
- o costs

e) Architectural services for the programme outlined in Item B4

f) Fundraising from the private and public sectors

g) An operating management scenario for the complex

2. Phase 4 - Construction

a) Tender documentation and process

b) Construction management

B4. That the architectural services for the design and contract documentation including specifications and detailed cost estimates be based on the recreational complex designed as a multi-purpose, multi-seasonal facility with a programme of the following minimum range of facilities:

- seating for about 10,000 spectators (baseball)
- baseball field
- natural turf field
- provision for football, soccer, field hockey
- outfield fence
- lights
- scoreboard
- dugouts, bullpens
- skyboxes (12)
- press box
- restaurant(s)/lounge(s)
- concessions
- team rooms (2)
- officials' room
- community changerooms
- administrative offices (2)
- paved parking area(s)

B5. Notwithstanding the foregoing items, that the Development Management Group endeavour to exceed the private sector or other financing to:

a) install artificial turf.
b) expand the number of skyboxes.

B6. That Phase 4 (Construction) of the project not commence and that no tender for the construction of the multi-purpose recreational complex be awarded until:

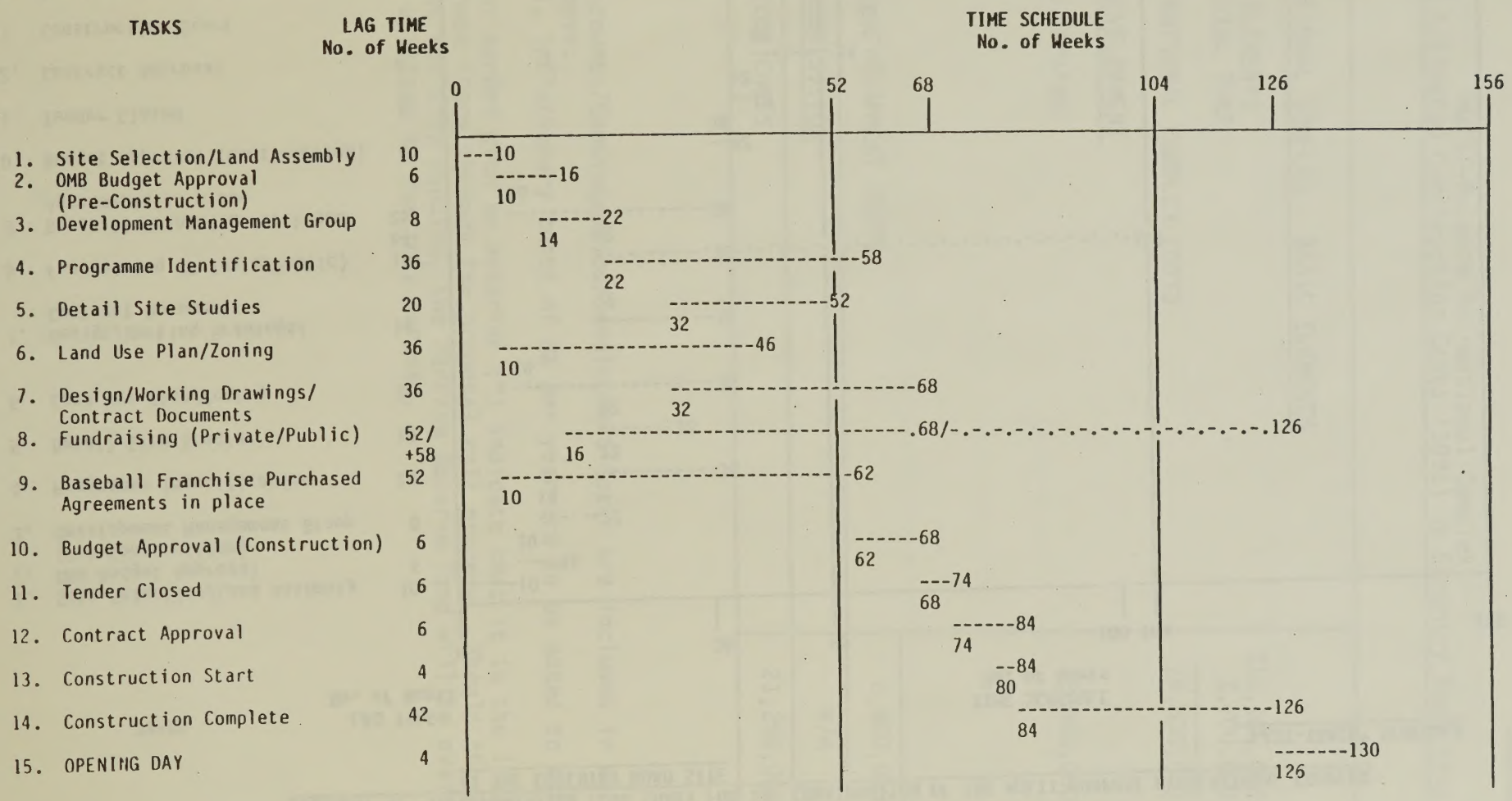
a) a baseball franchise has been obtained, and all the appropriate operating agreements have been reached for the baseball franchise to be located in Ottawa;

b) private and public sector funding has been commited; and

c) that agreement has been reached between the City and the NCC on land-use, ownership and boundaries which will reflect the recommended objectives of the LeBreton/Bayview Joint Study and will provide lands for recreational purposes at no significant cost to the City of Ottawa taxpayers.

DOCUMENT NO. 4: IMPLEMENTATION FLOW CHART FOR THE CONSTRUCTION OF THE MULTI-PURPOSE RECREATIONAL COMPLEX AT THE COVENTRY ROAD SITE

NORMAL SCHEDULE

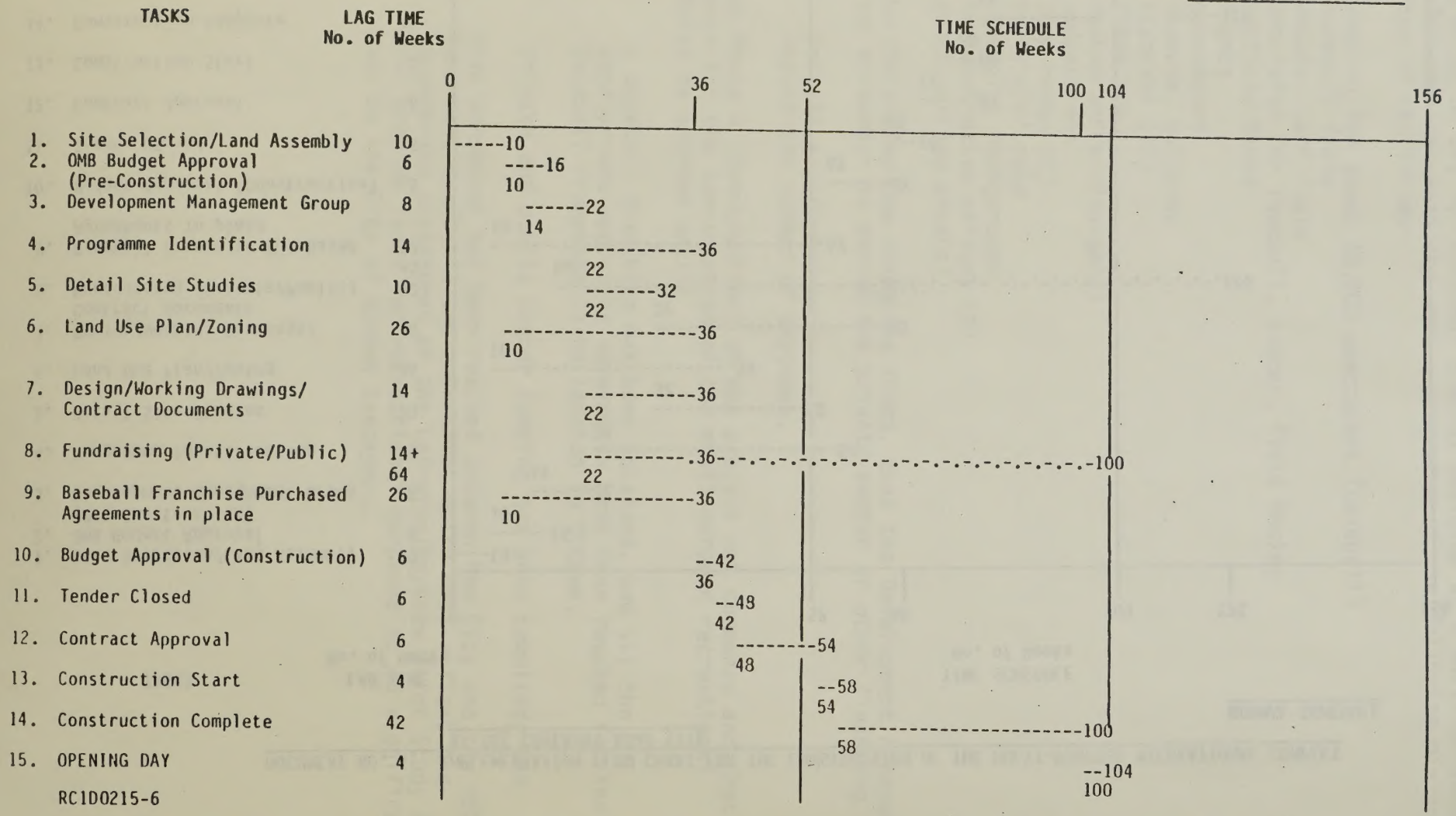


DOCUMENT 4

RC1D0215-6

DOCUMENT 5: IMPLEMENTATION FLOW CHART FOR THE CONSTRUCTION OF THE MULTI-PURPOSE RECREATIONAL COMPLEX AT THE COVENTRY ROAD SITE

"FAST-TRACK" SCHEDULE



RC1D0215-6

DOCUMENT 5

PART II
SUPPORTING INFORMATION

Document 6

Multi-Purpose Recreational Complex -
Proposed Estimated Construction Costs (1991) at Coventry Road Site

A: RECREATIONAL COMPLEX - BASIC ELEMENTS	
A1: BASIC ELEMENTS	$15,900,000
A2: ARTIFICIAL TURF	2,700,000
TOTAL RECREATIONAL COMPLEX COSTS	18,600,000
B: SITE DEVELOPMENT	
B1. Paved Parking	2,600,000*
TOTAL SITE DEVELOPMENT COSTS	2,600,000
C: LAND ACQUISITION	N/A
TOTAL PROJECT COSTS	21,200,000

NOTE:

1. General Accounts/Contingencies/Development Costs are included in all figures above.
2. After 1991, inflationary costs of 8% per year are to be added to the above figures.
3. Those items marked with an asterisk (*) indicate that it is the intent to provide those items through the proposal call process. Should there be a requirement for City funding, the Parking Reserve Fund will be evaluated if it can utilized be for this purpose.

PART II
SUPPORTING INFORMATION

Document 7

Multi-Purpose Recreational Complex-Funding Scenario for Coventry Road Site

(in millions of dollars)

Total Project Cost	21.2
Funding	
1. Private Sector	13.2
2. Public Sector	
2.1 City	
o Recoverable	4.0
2.2 Other Levels of Government	4.0
Grand Total	21.2

PART II
'PPORTING INFORMATION

Document 8

Table 3: Multi-Purpose Recreational Complex - Base Estimated Costs (1991) (Excerpt from "The Prospectus for a Multi-Purpose Recreational Complex in Ottawa of Baseball, Other Sports and Entertainment, October 1989).

SECTION A: Basic Stadium/Parking Costs

A1. Basic Elements - 1990 Costs

- Field (Natural Turf)	$400,000
- Outfield Fence	60,000
- Lights	500,000
- Scoreboard	540,000
- Stadium Structure	4,055,000
- Seating (9,400)	900,000
- Offices/Teamrooms	2,000,000
- Community Changerooms	275,000
- Concessions	1,000,000
- Restaurant	300,000
- Skyboxes (12)	850,000
SUB-TOTAL (Basic Elements - 1990 Costs)	$10,880,000
A2. Inflationary Cost (8%) to 1991	870,000
SUB-TOTAL (Basic Elements - 1991 Costs)	$11,750,000
A3. General Accounts/Contingencies/Development Costs	
- General Accounts/Contingencies (18%)	2,115,000
SUB-TOTAL	$13,865,000
Development Costs (9% + $390,000)	1,640,000
- Prime Consultant (7%)	
- Project Management (2%)	
- Cost Consultant ($50,000)	
- Special Consultant ($50,000)	
- Testing and Inspection ($100,000)	
- Permits ($150,000)	
- Printing and Materials ($20,000)	
- Miscellaneous ($20,000)	
SUB-TOTAL	$15,505,000
A4. Miscellaneous	395,000
- Equipment	
• Furniture, Office Supplies ($100,000)	
• Sports ($ 80,000)	
• Maintenance ($ 95,000)	
- Art (1% of Basic Elements - 1991 Costs) ($120,000)	
TOTAL (Basic Elements of the Recreational Complex)	$15,900,000

TABLE 3 (cont'd)

SECTION B: Site Development Costs

B1. Paved parking	(varies by site)
B2. Environmental Corrective Measures	(varies by site)
o Excavation of waste material and redistribution on site	(varies by site)
o Excavation of waste material and distribution to landfill site off site	(varies by site)
o Venting over the landfill site	(varies by site)
B3. Infrastructure Relocation	(varies by site)
Total Site Development Costs	
SECTION C: Land Acquisition	(varies by site)
TOTAL PROJECT COSTS (Section A, B, C,)	

SECTION D: Additional Elements of the Multi Purpose Recreational Complex

D1. Additional Elements - 1990 Costs	
- Artificial Turf	$2,000,000
- Additional Skyboxes (10)	800,000
SUB-TOTAL	2,800,000
D2. Inflationary Cost (8%) to 1991	224,000
SUB-TOTAL (Additional Elements - 1991 Cost)	3,024,000
D3. General Accounts/Contingencies/Development Costs (27%)	816,000
TOTAL (Additional Elements of the Recreational Complex)	$3,840,000

Note: 1. After 1991, inflationary cost of 8 percent/year are to be added to the above figures.

2. The total costs for the artifical turf alone would amount to $2,743,000, and for the skyboxes to $1,097,000.

DOCUMENT 9: MULTI-PURPOSE RECREATIONAL COMPLEX - EXAMPLE OF PROJECTED ANNUAL OPERATING COSTS/REVENUES

	Operating Costs		Operating Revenues
1. Administration Salaries, Full-Time	150,000	1. Ticket Sales	1,800,000
2. Administration Salaries, Part-Time	50,000	2. Parking	160,000
3. Travel	10,000	3. Concessions	1,840,000
4. Promotion	30,000	4. Club Restaurant/ Lounge	270,000
5. Office	20,000	5. Advertising	500,000
6. Communications	80,000	6. Souvenirs	200,000
7. Insurance, Benefits	50,000	7. Sky Box Lease/Rental	140,000
8. Security	50,000	8. Other Entertainment	200,000
9. Utilities	175,000		
10. Building Maintenance	50,000		
11. Field Maintenance	30,000		
12. Equipment Maintenance	10,000		
13. Equipment Purchase, Supplies	30,000		
14. Computer Services	10,000		
15. Printing	10,000		
16. Concessions	1,100,000		
17. Souvenirs	60,000		
18. Other Entertainment	50,000		
19. Debt Charges - Capital ($4.0 million)	588,000		
20. Parking	160,000		
SUB-TOTAL COSTS	2,713,000	SUB-TOTAL REVENUES	5,110,000
AVERAGE OPERATING COSTS FOR BASEBALL FRANCHISE	2,000,000		
TOTAL COSTS	4,713,000	TOTAL REVENUES	5,110,000

NOTES:

1. The above figures are based on data obtained from other Triple "A" Baseball franchises. It shows an example of the operating costs/revenues of a complex and includes the operating costs of a principal tenant (i.e. baseball franchise).
2. Ticket Sales are based on a minimum of less than 50% attendance (about 4,500 spectators per game) at an average of $5.00/game for 80 games.
3. Parking Revenues are based on 1,000 cars/game at $2.00 per car for 80 games. It is assumed that the parking revenues go back into the debt servicing and operational costs of the parking lot.
4. Concession Sales are based on average attendance (4,500) spending $4.00 each for 80 games, plus 10 entertainment events at 10,000 attendance, 4 special events at 10,000 attendance, and 20 community events at 1,000 attendance.
5. Souvenir Sales are based on 40,000 people paying an average of $5.00 for souvenirs.
6. Skybox Revenues are based on 8 sky boxes at $12,500/year rental and rental of Sponsor's box at $1,000/event for 40 events. The other skyboxes (10) have been accounted within the capital contribution for the recreational complex.
7. Debt charges are the public debt charges to the City and is based on a debenture of $147,000/year per $1,000,000 investment at 12% borrowing rate for 15 years.

PART II
SUPPORTING INFORMATION

Document 10

COVENTRY ROAD SITE
FACT SHEET

Background Information

The Coventry Road Site is located adjacent to the Vanier Parkway to the west, and the Queensway to the south. Public Works Canada owns the 20.56 acre (8.32 ha) site.

The Regional Municipality of Ottawa-Carleton has been using this area as a regional snow dump since about 1982 (8 years). About 150,000 cubic metres of snow is dumped annually, although the capacity is almost doubled that amount.

Presently the western portion of the site is used as a small parking lot for employees of the RCMP Headquarters across the Parkway to the west. There is another access further to the east for truck vehicles to the snow dump area.

Coventry Road is only 2 lanes, yet could be expanded to provide suitable access to the site. The site is unserviced, yet services exist one block to the north of the site. Adjacent land uses include housing one block to the north on Presland Road and on the northeast corner of Coventry Road, and light industrial to the east. There is a significant buffer area of open space and trees between the residences of Presland Road and Coventry Road.

There is public (bus) transit to the site with a stop on the Vanier Parkway at the site. The rapid transit line is to the south of the Queensway, with a station located at the Ottawa Train Station almost directly across the Queensway to the site. The walking distance to the site from the transit station is about 800 metres (within one half a mile), about 15 minute walk. The Hurdman Station is about a 20-25 minute walk to the site.

Possible Layout

The layout of the baseball stadium on the Coventry Road Site as shown on Document 5 shows the stadium and field on the east side of the site with parking to the west. The design and layout is the same used in the previous analysis, namely a north/south orientation, seating for close to 10,000 spectators, and maximum field dimensions of 340'L/420'C/340'R. It is a close fit, and further detailed design on this site could alter the stadium layout and field orientation, and shorten the field dimensions for a better fit.

The conceptual plan in Document 5 shows the site divided into 3 zones as follows:

Zone 1 - baseball stadium and field, and amenity space
- area 8.35 acres (3.38 ha)

Zone 2 - large parking lot, numbers of cars to be determined
- area 10.12 acres (4.09 ha)
- main parking area for spectators

Zone 3 - setback zone from property line
- area 1.53 acres (0.62 ha)

It should be noted that the minimum number of surface parking spaces (1,100) could be reduced depending on the setback requirements, and design/landscaping features.

Transportation

Although the plan shows significant parking on the site, a traffic impact study will be required to determine the traffic flows before and after events, the "dump time" from the site, the use of "pointmen", access points to the site, expansion of Coventry Road to ease the traffic flow, traffic impact on the community to the north, impact on nearby intersections, possible use of existing parking lots nearby, and location for charter buses on site and/or off site.

Noise

As with other sites, noise from the stadium may be a factor with nearby residences to the north. However, there is a significant buffer which may reduce the noise impact. Another consideration to reduce the noise is to place the main speaker in the centre outfield fence projecting the sound to the south to the stadium.

Costs

The stadium costs would remain the same at $15.9 million. With artificial turf it increases to $18.6 million. Site development costs are primarily related to parking, ($2.6 million) however, there may be additional site servicing costs above the norm, and road improvements to Coventry Road.

Further Studies

As with the other sites analysed, there would be further studies required to determine all detailed parameters and impacts on the site itself and on the surrounding area. Such studies could be done in conjunction with a fundraising campaign as was suggested in the previous analysis. More detailed studies are necessary on the following areas:

- geotechnical and environmental assessment
- noise impact
- transportation and traffic impact
- utilities and services
- design
- costs

PART II
SUPPORTING INFORMATION

Document 11

COMPATIBILITY WITH PUBLIC PARTICIPATION POLICY

With the introduction of a new potential site at Coventry Road to accommodate a multi-purpose recreational complex for baseball and other sporting and cultural events, City staff held an information meeting with the Overbrook community on June 18, 1990, to discuss the possible impacts on their community.

1. Publics Identified

- Overbrook Community
- Overbrook Community Association
- General Public

2. Notification and Consultation Process

- Press release to all Media.
- Newspaper advertising in Le Droit, The Citizen, and The Sun on June 16th and 17th.
- 4,000 flyers distributed in the Overbrook Community.

3. Public Input

The main concerns were as follows:

- traffic
- noise
- lights
- parking

4. Departmental Response

City staff indicated that these concerns would be addressed in detail site studies and that further public meetings will be arranged in Phase 3 of this project.

5. Feedback to the Public and Further Notice

City staff indicated that the public concerns would be addressed at the joint Committee meeting on June 27, 1990, and that they could be present and address their concerns directly.

PART II
SUPPORTING INFORMATION

Document 12

INPUT FROM OTHER DEPARTMENTS

1. Department of Housing and Property

This report is in keeping with the December 20, 1989 decisions by City Council. The results of the negotiations relating to the Coventry Road site are shown in a separate report.

R.A. Player
Commissioner of Housing and Property

2. Department of Planning and Development

I concur,

E.M. Robinson
Commissioner of Planning and Development

3. Department of Economic Development

The Department heartily endorses the concept of Triple "A" baseball in the City of Ottawa. Certainly, a facility of this size and dimension will bring many benefits to the City. The direct economic spin-off as estimated in the report of $8 to $12 million represents a substantial contribution to the local economy. It is also important to note that this facility will be constructed largely with private sector funding - an important factor in the development scenario described in the report. The Department will follow the proposed development closely and is a prepared to offer whatever support it can to the ultimate realization of the multi-purpose recreational complex on this site.

J.M. Sevigny
Commissioner of Economic Development

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